

Agency Strategic Plan

Department of Rail and Public Transportation

Agency Mission, Vision, and Values

Mission Statement:

The Department of Rail and Public Transportation exists to improve mobility and expand transportation choices in the Commonwealth.

Agency Vision:

Every resident, visitor, and business in Virginia will have attractive transportation choices.

Agency Executive Progress Report

Current Service Performance

Overall Performance - Since FY1992, when DRPT was established as an agency under the Secretary of Transportation, there has been a 144% increase in grants awarded annually, a 125% increase in programs managed and a 95% increase in grantees. In addition to managing 18 state and federal programs, DRPT has also taken on a significant role in managing large scale projects such as the Dulles Corridor Metrorail Project and higher speed passenger rail projects between Washington, DC and Richmond. Finally, DRPT's planning services are in high demand with the advancement of the VTRANS2025 multimodal planning effort and numerous public transportation, commuter assistance, passenger rail and freight rail studies underway in transportation corridors across the Commonwealth.

Implementation of DRPT's programs and projects requires strong relationships with the agency's customers. In April 2005, DRPT conducted four customer outreach sessions as part of its strategic planning process. Customers were asked to identify DRPT's most critical roles and evaluate performance. Survey results indicate that customers believe DRPT's top three critical roles are (listed by priority): Funding Provider, Visible and Vocal Advocate and Reliable Partner. DRPT's performance in all three roles was rated "High", the highest rating on the survey scale.

Public Transportation - 79% of Virginians now live in jurisdictions that have public transportation services, compared to 73% in 2003. Twelve new public transportation programs and service expansions have been added since 2003 and DRPT has completed several significant planning and needs studies that will help improve public transportation in Virginia. During the 2005 General Assembly session, additional public transportation funding and a transit tax exemption were secured. Telework legislation was also enacted.

Passenger Rail - DRPT was instrumental in reopening Main Street Station in Richmond as a new Amtrak stop in 2004 and is advancing projects in the Richmond to Washington, DC corridor that will add capacity and improve reliability by 2007 for the Virginia Railway Express (VRE), Amtrak and CSX Transportation.

Freight Rail - DRPT's Rail Industrial Access program continues to attract new businesses and industries to Virginia based on access to freight rail service for shipping and receiving. Since 2003, 26 new rail industrial access projects have been funded through DRPT. Over the past five years, there has been a 43.6% increase in rail industrial access allocations from \$1.25 million in FY03 to \$4.23 million in FY 05. In 2005, there was a 69% increase in rail industrial access projects compared to 2003.

DRPT's Rail Preservation Fund helps ensure the continued availability of freight rail service in remote areas of the Commonwealth that would not otherwise have access to rail transportation. In fact, during the 2005 Customer Outreach Sessions several shortline railroad operators indicated that they would not be in business today were it not for this program.

DRPT's most significant rail improvement project since 2003 involves Maersk/APM Terminals' development of the first privately owned and operated port in the world (of its class), based in Portsmouth. Maersk/APM

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Terminals is using DRPT funds to upgrade the rail line that serves the site. The investment by Maersk/ APM Terminals is the single largest private investment in Hampton Roads and one of the largest on record in Virginia.

Numerous rail studies have also been conducted since 2003 to explore passenger and freight rail improvements, including the Rail Authority Study, Governor's Commission on Rail Enhancement in the 21st Century Report, Survey of States Report, I-81 and I-95 studies, the Virginia State Rail Plan, Third Track Location Study, TransDominion Express Pilot Service Study and TransDominion Express Legislative Report.

Perhaps the most significant accomplishment overall for rail since 2003 is the establishment of the Rail Enhancement Fund, the first dedicated source of funding for passenger and freight rail improvements in Virginia history.

Productivity

DRPT's employees continue to effectively manage multiple projects and programs. For example, in public transportation there are 11 grants managers that administer 878 grants with a current balance of \$393 million. In rail, there are two employees dedicated to passenger rail programs that manage construction projects funded at \$65 million, VRE capital and operating grants worth approximately \$20 million and planning and technical studies worth approximately \$2 million.

DRPT employment has gone from 31 employees in FY 03 to 43 employees in FY 06, while the agency budget has more than doubled from \$194 million in FY03 to \$432 million in FY06 (due largely to one time funding in FY 2006). The FY06 budget of \$432 million buys over \$1 billion in grant programs and services. At the same time, DRPT's administrative costs continue to represent less than 2% of the total agency budget.

Ridership on public transportation continues to increase and Virginia's railways are now carrying the equivalent capacity of 9 million trucks per year. Shortline railroads are also growing quickly as the number of miles served by them has almost doubled since 2004.

Finally, DRPT is advancing the Dulles Corridor Metrorail Project, the largest transit capital project in the Commonwealth's history. DRPT has completed the federal environmental review process, received a Record of Decision from FTA and FAA, secured all of the local and state funding for Phase 1 and completed 50% of the Preliminary Engineering for Phase 1.

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Major Initiatives and Related Progress

DRPT is leading the effort to fully establish and manage the new Rail Enhancement Fund. The current project calendar calls for the first round of rail enhancement funding for FY06 to be reviewed by the Rail Advisory Board and recommended by DRPT for approval to the Commonwealth Transportation Board in November 2005.

Also under rail initiatives, six construction projects with CSX Transportation along the Washington, DC to Richmond corridor are underway. The first project was completed in August 2005 and the remaining five projects will be completed by third quarter of 2007. Separately, the Richmond to Hampton Roads study and the Southeast High Speed Rail study are both scheduled to be completed during the first half of 2006.

Major rail studies underway include: the environmental review of Washington, DC to Richmond Priority Projects, Study of Grade Crossing Improvements for the High Speed Rail Corridor in Richmond, Study of Rail Improvements in the Richmond Area, Rails with Trails Study, Richmond to Hampton Roads Passenger Rail Study, and Southeast High Speed Rail Study - Petersburg to Raleigh, NC.

DRPT continues to advance the Dulles Corridor Metrorail Project- the first public-private partnership for transit in Virginia. Phase 1, which will extend Metrorail service from near the East Falls Church Metro Station to Wiehle Avenue, is scheduled for completion in 2010 and Phase 2, which will further extend service to Reston, Herndon, the Dulles International Airport and eastern Loudoun County, is scheduled for completion in 2015. The Dulles Corridor Metrorail Project will provide the equivalent capacity of four highway lanes during peak periods in an area that is facing critical levels of traffic congestion.

DRPT is improving its grants management process by advancing new initiatives such as online customer accounts, further enhancing DRPT's reporting system, completely automating the grant application and contracting process, improving communication to stakeholders and the public and moving toward electronic records management.

In public transportation, DRPT is working to expand public transportation and commuter assistance services. Since 2003, a new carpool incentive program has been initiated in Northern Virginia, the Telework program has been initiated and twelve new programs or service expansions have begun operations. Major public transportation studies in progress include the Potomac Yards Study: part 2, the Public Transportation Plan and two congestion mitigation studies.

DRPT is also working to improve agency communications, transparency and accountability with customers, stakeholders and the public. The agency created a Public Affairs function in November 2004 to support these activities. In addition, DRPT customers have requested greater assistance in the area of public communication. This new function is part of DRPT's effort to improve customer support and service.

Virginia Ranking and Trends

Virginia ranks 13th in the U.S. in total state spending on public transportation, 15th for per capita spending, 18th for the number of freight rail carloads carried and 25th for the number of rail tons carried.

Virginia is one of 17 states with commuter rail service. VRE is the second fastest growing commuter rail service in the country. It has averaged 16% growth over the last four years, which is four times the national average.

Six states have copied Virginia's successful Rail Industrial Access program, which provides rail connections to new and expanding businesses.

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Customer Trends and Coverage

DRPT's customer base has steadily grown in every area of operation, including passenger and freight rail, public transportation, commuter services and human service transportation. The customer base is expected to continue growing in the near future due to the globalization of trade, increasing congestion on Virginia's highways and the aging of Virginia's population.

Approximately 17% of Virginia's population lives in areas without public transportation service. Many people are still unable to access basic services such as grocery stores and medical care or obtain employment. Virginia's population has grown by 16% over the last 10 years and is expected to increase by an additional 20-30% by the year 2025. Over the next 25 years, about 18% of the state's total population will be age 65 or older versus 11.7% in 2000. The need to provide basic mobility for the elderly will become even more critical.

Passenger rail service demand will increase steadily. VRE has had annual growth rates of 16%, and they expect demand to increase. Intercity passenger rail demand is also projected to grow, but will depend on expanded service and improved reliability.

Business and industry will increasingly look to rail as an alternative to congested highways. Double digit growth in container throughput by rail at the Port of Hampton Roads will continue to challenge the already limited capacity of Virginia's rail system. Changes in work hours for the trucking industry have also begun to level the playing field between trucking and rail. This has caused railroads to pursue new markets and increase competition with the trucking industry.

Additionally, DRPT will need to further develop the agency's role in the area of transit security. There is an increasing demand for DRPT to communicate about transit security and to coordinate with Virginia's rail and public transportation operators as well as other federal, state, and local agencies involved in security.

Future Direction, Expectations, and Priorities

DRPT will continue to carry out the agency's mission to improve mobility and expand transportation choices in the Commonwealth. The agency will also work to improve its performance of the critical roles outlined in DRPT's customer outreach sessions.

To improve accountability and increase the efficiency of DRPT's programs, DRPT will continue to improve the grants management process through better reporting, tracking and monitoring. This will help to manage the agency's growing customer base and help DRPT to achieve the maximum benefits from limited funds for rail, public transportation, and commuter assistance projects. DRPT will also respond to customer requests for increased training, advocacy, communications and expert information in support of rail, public transportation and commuter assistance in Virginia.

DRPT will continue to work toward the improvement and expansion of rail, public transportation and commuter assistance services in Virginia, as part of the broader transportation infrastructure, through funding, project and program management, multi-modal planning (through VTRANS 2025), technical assistance and advocacy.

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Impediments

The most significant impediments to DRPT programs, projects and administration include funding to meet the documented needs of rail, public transportation and commuter assistance; an appropriate increase in DRPT staff to continue providing a high quality level of service to DRPT customers and the potential retirement of over 40% of DRPT's workforce within the next five years.

The level of staffing at DRPT continues to be a challenge as the agency's scope of activities and programs grow. Today, the agency is managing over \$1 billion in programs and projects with only 43 staff members. The amount of funding under management will grow exponentially once the Dulles Corridor Metrorail Project advances into construction in FY2007.

Funding support is also a major challenge. For example, the Code of Virginia instructs that the state share of eligible public transportation operating expenses will be 95% of the expenses net of revenues and/or federal aid that are used to support them. In FY06, the amount that would be required to support these expenses is \$190 million, yet the actual amount of state aid provided will be \$98 million. The Code instructs that the state share of public transportation capital projects shall be 95% of the total cost of the project net of any federal aid received for the project. However, in the event that insufficient funds are available to support all projects at 95%, the Code instructs that funds that are available are to be awarded as a uniform percentage for all projects for the year. A high demand and low supply of state assistance produces a low percentage of state share. In FY 06, the state share of public transportation capital grants is 63% due primarily to one-time funding initiatives. In FY 07 and 08, the growing demand for public transportation capital investments is expected to drive the state share down to 25% and 29% respectively- the lowest levels of state support on record. In FY 07 an additional \$95 million will be required to support public transportation capital projects at the 95% level.

The Rail Preservation Fund is currently funded in the Appropriation Act with highway construction funds. During the 2005 legislative session, the Code section that set out the Rail Preservation Fund was changed to accommodate the newly established Rail Enhancement Fund. However, this left the Rail Preservation Fund with no distinct identity even though it was the intent of the legislature to maintain this separate fund for the shortline railroads. To protect this funding source for shortline railroads, legislation should be advanced to re-codify the Rail Preservation Fund as a distinct fund from the Rail Enhancement Fund.

Agency Background Information

Statutory Authority

- Code of Virginia, §33.1-391.4 - sets out the general powers of DRPT
- Code of Virginia §33.1-391.5 - describes the responsibilities of DRPT
- Code of Virginia, §56-558 provides the policy of the General Assembly regarding the Public-Private Transportation Act of 1995.
- 49 U.S.C. §5309, the Federal Transit Act – establishes the statutory authority for the conduct of federally funded activities for DRPT.
- Chapter 323 of the 2005 Virginia Acts of Assembly (amending and re-enacting §33.1-221.1:1.1, §58.1-2425, and adding §33.1-391.3:1) – establishes the Rail Enhancement Fund
- The Virginia Transportation Act of 2000 was created by HB 608 in the 2000 General Assembly, which, among other actions, established the Priority Transportation Fund in §33.1-23.03:8.
- Code of Virginia, 33.1-221.1:1 – establishes the fund for construction of industrial access railroad tracks

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- Washington Metropolitan Area Transit Regulation Compact (WMATC) granted by the 86th Congress – provides statutory authority for support of WMATC.

Customer Base:

Customer Description	Served	Potential
Business and Industry using Rail Service	177	189
DRPT employees	43	55
Human Service Transportation Agencies	35	60
Passenger Rail Operators	2	2
Transportation Management Associations	4	4
Virginia Cities	30	39
Virginia Commuter Assistance Agencies	15	15
Virginia Counties	58	95
Virginia General Public	5,891,000	7,458,800
Virginia Metropolitan Planning Organizations	14	14
Virginia Port Authority	0	1
Virginia Public Transportation Systems	47	54
Virginia Railroads	12	12
Virginia State Agencies	82	82
Washington Metropolitan Area Transit Commission	1	1

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Anticipated Changes In Agency Customer Base:

- Washington Metropolitan Area Transit Commission (WMATC) – The expenses of operating the Commission are borne by the three signatories of the Compact (i.e. Virginia, Maryland and the District of Columbia) and expenses are allocated annually in proportion to the population of each signatory in the Metropolitan District. The rapid population growth experienced in the Northern Virginia jurisdictions will produce a small increase in Virginia's proportionate share of commission expenses.
- Virginia Metropolitan Planning Organizations – The number of Metropolitan Planning Organizations (MPO's) will not change until the next US Census. The planning responsibilities of MPO's will change with the enactment of the federal surface transportation program reauthorization bill expected in summer/fall 2005.
- Virginia Counties and Cities – The number of counties and cities that operate or sponsor public transportation and commuter assistance services will grow to meet the increasing mobility needs of the public.
- Virginia General Public – Virginia's population is expected to grow by 31% between the years 2000 and 2025. By 2025, 18% of the population will be age 65 or older versus 11.7% in 2000. The resulting increase in travel will create much greater demand for public transportation services and human service and paratransit program services in all areas of Virginia, as well as for commuter assistance services in the urban areas of Virginia. All Virginia residents and visitors that travel are affected by the safe operations of rail and public transportation and the signal systems at rail and highway grade crossings. Residents and visitors in the Washington D.C. area rely on taxis, tour buses, and charter services to travel throughout the region. All travel is expected to increase. By 2025, the population and employment in the Dulles Corridor is anticipated to increase by 45% and 63% respectively. This will generate increased congestion on roadways and increased demand for public transportation services. The aging of the population will also generate increased demand for public transportation services. By 2025, 18% of the population will be age 65 or older versus 11.7% in 2000.
- Virginia Commuter Assistance Agencies – The number of agencies will need to increase as some of Virginia's small urbanized areas begin to experience traffic congestion, and the number and types of services offered by existing agencies will increase in Virginia's major urban areas.
- Virginia State Agencies – Greater awareness of the benefits of telecommuting and commuter assistance programs will attract more state agencies to the telework training and technical assistance activities of DRPT.
- Virginia Public Transportation Systems – The number of public transportation systems will increase as well as the level of services of existing systems. Public transportation must expand if the market share of travel currently held by public transportation is to be maintained.
- Human Service Transportation Agencies – The number of agencies that coordinate transportation services and take advantage of DRPT programs is expected to increase.

Business and Industry Using Rail Service:

- Business and Industry is rebounding in Virginia.
- Business and Industry will increasingly look to rail as an alternative to congested highways.
- Second to China, the United States continues to be a top export market for coal. The Port of Norfolk now provides the deepest water access to foreign markets for coal export and container import/export. The re-establishment of coal export and double digit growth in container throughput by rail at the port will continue to challenge the already limited capacity of our railroad system. Intermodal facility development statewide will become a reality and future opportunity for the RIA Program.
- Maersk/APM Terminals, the largest container shipping line in the world, will bring with it the array of distribution operators. This planned development will be a future opportunity for use of the RIA Program and is expected to divert truck traffic to rail.

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- The Rail Preservation Program assists in the continuation of rail services in remote areas that otherwise would probably not have rail.

Virginia Railroads:

- Virginia's two largest railroads (Norfolk Southern and CSX), had record revenues in 2004. Both companies are optimistic about future business due to: changes in the economic landscape, increased globalization of trade and increasing congestion on the state highway system. Shortline railroads will also benefit from these factors. As a result, Virginia's railroads are making moves to grow infrastructure and add capacity, which will create continued strong demand for the RIA program.

- As all railroads work to maximize the assets of the company, more shortline railroads will be created and rail lines will be abandoned. The increased demand of the stockholders of the larger railroad companies will lead to an increase of shortline spin offs and abandonment.

- Passenger Rail Operators – VRE ridership is expected to continue growing in the range of 5% - 10% per year. To accommodate this growth, VRE will need to increase service, rail cars, parking, storage at its rail yard in Washington, DC and expand its service area. Proposals to extend service to Gainesville, Haymarket and Bealeton are being considered on the Manassas line and to Spotsylvania County on the Fredericksburg line. Amtrak is expected to experience Virginia ridership increases in the range of 2% - 5% per year. Projects currently under construction will increase the capacity and reliability of the Washington, DC to Richmond corridor (part of one of eleven federally designated high-speed rail corridors). Additional trains will be needed to meet increasing passenger demand.

- The requirements of DRPT employees will increase as DRPT expands its program of projects with new activities that will require administrative, financial, procurement, human resources and communications support.

- The number of DRPT employees is expected to grow in the coming years. As documented in the Commuter Assistance service area, the teleworking initiatives require additional resources to meet the desired service levels. This includes one full time salaried position. Additionally the Public Transportation service area requires one additional full time salaried employee to meet the increased demands for the services provided. The Dulles Corridor Metrorail Extension (System Development, Construction, and Program Mgmt. Service area) requires ten new positions as detailed in the service area plan. Finally, DRPT needs to add one administrative position to be a field auditor.

- Over 40% of DRPT's employees are eligible for retirement with benefits in the next five years. Significant resources will be expended to bridge this transition and loss of rail and public transportation expertise.

- Demographic changes in Virginia's population, such as the increasing proportion of elderly and disabled people as well as the influx of new residents and businesses in the state will require greater awareness efforts to promote the use of public transportation, freight rail and other transportation choices within the state.

- DRPT will increase its communications efforts to promote transportation choices and increase awareness of critical issues through the media. It remains essential that the media fully understand and positively cover rail and public transportation issues and services. This customer base will increase and DRPT develops a more sophisticated media relations strategy.

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Agency Partners:

Federal, state, regional, and local agencies and private entities

DRPT partners with numerous state agencies to fulfill its mission. These agencies provide project support and funding to DRPT. Primarily our partners are: Virginia Department of Transportation, Virginia Economic Development Partnership, Virginia Information Technologies Agency, Department of Human resource Management, Department of Motor Vehicles, and various other local, federal and regional entities.

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Agency Products and Services:

Current Products and Services

Safety -

- Preparation and updating of the DRPT Continuity of Operations Plan (COOP Plan) to provide for relocation and re-institution of DRPT services in the event of a disaster at any DRPT office site.
- The dissemination of information and increasing of public awareness with regard to safety at rail-highway grade crossings and on rail rights of way through the Operation Lifesaver program.
- Coordination of communications and information among rail and public transportation operators during times of emergencies.

Permitting/Licensing - Permitting and licensing of privately owned for-hire carriers by the Washington Metropolitan Area Transit Commission (WMATC) to ensure compliance and enforcement of laws and regulations addressing for-hire carriers.

Planning -

- Production of the public transportation and rail components of regional transportation plans prepared by Metropolitan Planning Organizations that are supported by appropriate land use plans and financial plans. These plans must meet the requirements set out in federal transportation planning regulations.
- Production of statewide rail and public plans prepared by DRPT in compliance with VTRANS2025 Intermodal Transportation Plan as directed by Governor and General Assembly.
- Production of transit comprehensive operations analyses and development plans by DRPT for existing transit operators to design routes and services and to improve the efficiency and effectiveness of transit operations.
- Production of plans by DRPT for specific rail and public transportation projects to include network improvement studies, environmental analyses, site development plans, plans for the construction or renovation of rail and public transportation facilities, and congestion management plans at major transportation project construction sites and at choke points in transportation systems.
- Preparation of studies by DRPT on topics such as cost/benefit analysis of proposed projects, the feasibility of new rail and public transportation services, coordination of transportation services, the needs of the rail, public transportation, and human service transportation industries, emerging technologies, best industry practices and safety and security issues for the rail and public transportation industries.
- Presentation of rail and public transportation needs, plans, and programs to the general public and solicitation of public input for the planning and programming process.

Public Transportation Operating Grants - Financial assistance to support the operations of public transportation services across the Commonwealth. Federal and state aid is provided to supplement revenues collected from fares and local funds provided in support of public transportation operations.

Public Transportation Capital Grants -

- Financial assistance to support the procurement of vehicles and equipment operated in public transportation service including replacements and vehicles and equipment to be used for new services.
- Financial assistance to support the construction and equipping of facilities for system administration and vehicle maintenance and storage including facility repairs, expansions and facilities for new systems
- Financial assistance to support construction of facilities for passengers such as transfer centers, multimodal facilities, transit stations and shelters.
- Financial assistance to support the procurement of new technology for the improvement of passenger services and system performance such as Intelligent Transportation System equipment.

Public Transportation Special Projects Grants -

- Financial assistance to support projects that demonstrate new public transportation services or techniques in service delivery.

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- Financial assistance to support training for drivers, mechanics, and professionals working for Virginia's public transportation systems.

Commuter Assistance Program Grants - Financial assistance to support the operations of Commuter Assistance Agencies and the delivery of services to businesses and the general public.

Telework!Va Business Incentive Program - A program sponsored by DRPT to encourage business to start or expand a telework program.

Innovative Carpool Incentive Program - A program sponsored by DRPT to encourage shared-ride trips for both commute and non-work trips.

Evaluation Program for Commuter Assistance Agencies.

Training for Commuter Assistance Program practitioners.

Research to support existing and new market development and programs.

Human Service Agency Capital Grants - Federal financial assistance to help support the procurement of vans and small buses used for the transport of elderly and disabled clients by private non-profit agencies.

Public Transportation Paratransit Capital Grants - State financial assistance to help support the procurement of vans and small buses used for the demand response transport of elderly, disabled and economically disadvantaged members of the general public.

Training, Expert Advice and Assistance on Human Service Transportation- Training for operators of human service transportation with regard to defensive driving, wheelchair lift operation and wheelchair securement, vehicle and lift preventative maintenance, and working with disabled people. Developing strategies, as the lead state agency on the Inter-Agency Human Service Transportation Committee, that will improve coordination of services. This Committee is comprised of state agencies that fund human service transportation programs. Participate in the United We Ride program, which is a national campaign launched by the federal Coordinating Council on Access and Mobility to implement an Executive Order on Human Service Transportation Coordination (#1330) issued by President Bush in February 2004. The Executive Order requires ten federal departments to work together to enhance transportation access, minimize duplication of federal services, and facilitate the most appropriate, cost-effective transportation allowed with existing federal resources. It is expected that new federal funding for United We Ride initiatives will be provided in the federal surface transportation program reauthorization bill currently before Congress. Examine Virginia's policies, as part of a team of state agencies, to ensure compliance with U.S. Supreme Court decision called the Olmstead Decision. This team is charged with examining all of Virginia's policies affecting persons with disabilities to help them live in the setting that is most appropriate for their needs.

Project Development and Grants - Work with potential business or industry, railroads, and local economic development enterprises in developing feasibility strategies and assisting in the strategic planning for attracting or retaining business and industry in the Commonwealth. Providing grant assistance to business and industry to defray the costs of rail development on industrial sites and reduce truck traffic. The RIA program over the past 19 years has leveraged a robust \$4.3 billion in private capital investment and created 21,730 jobs through the allocation of \$26 million in state funds. This economic investment results in a ratio of 166 private dollars invested for every dollar allocated from the RIA Program. For the same period, projects funded by the program have moved approximately 1.3 million annual truck trips from Virginia's highways.

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Providing technical assistance as it relates to rail service challenges and possible future projects and service designs with the industry linked to subsequent economic development phases of the industry's growth and expansion in the community.

Project Development and Grants - Provide technical assistance to shortline railroads by working to maximize the greatest infrastructural output with limited capital resources. Grant development involves participating or conducting feasibility strategy sessions with prospective shortline business ventures and main line railroad companies, local and state economic development and agencies or departments that may assist in the strategic plan leading to the preservation and development of shortline rail service in the Commonwealth. Provide grant assistance to shortline railroads to defray the costs of capital infrastructural projects that assist in the preservation of rail service to areas of the Commonwealth that otherwise would not have this service. While the grant process is underway, DRPT staff provides technical assistance from sharing information to actual input on solutions to complex infrastructural and operational issues. DRPT frequently meets with local businesses and local governments along the shortline railroads to assist in understanding the benefits of the program for both rail safety and economic development opportunities.

Implement Freight and Passenger Rail Projects under Rail Enhancement Program - Review and recommend applications for funding. Oversee construction to insure that work is being completed to specification and is on time and on budget.

Implement Freight and Passenger Rail Projects under VTA 2000 Program - Complete all studies necessary for project, including environmental reviews. Review and approve plans and designs for state funded passenger rail improvement projects. Oversee construction to insure that work is being completed to specification and is on time and on budget.

Implementation of the Dulles Corridor Metrorail Project:

- Engineering and Project Development:
 - Oversight of Preliminary Engineering (PE) activities on Phase 1 and additional engineering on Phase 2. Direct management of Project Development (PD) activities on Phase 1.
- Final Design:
 - Oversight of Final Design activities on Phase 1.
- Construction:
 - Oversight of Construction activities on Phase 1.

Financial management services for DRPT are provided to internal and external customers. This service safeguards the agency's resources and manages its assets to maximize the funding available for DRPT's grant programs. This includes providing financial information to assist the operational grant managers in their job performance as well as payroll and travel reimbursement processing for all DRPT employees. Grantees are provided timely processing of their grant drawdown requests.

Human resource management services are provided to all DRPT managers and employees. This encompasses assistance with employee hiring, evaluation, and training. Additionally, employees are educated regarding the numerous benefits available to them.

Information technology hardware and software as well as maintenance and development services are provided to all DRPT employees. An internet site is maintained for the general public which provides a heavily frequented service locator along with information on DRPT services and projects. A separate internet site is maintained to provide for On-Line Grant Applications from our customers.

Procurement services are provided to acquire the goods and services needed by agency employees to perform their duties and responsibilities.

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Records management services are provided to retain key documents in accordance with state and federal requirements.

Facilities and fleet management services are provided to ensure that facilities are available and in good condition for DRPT employees and that vehicles are available to meet their travel requirements.

Communication services are provided for internal and external communications activities, including the agency's public image, visual identity, internal communications, crisis communications, media and public relations, issues management and monitoring, multimedia/website communications and stakeholder relations.

Security monitoring services are provided to keep the Governor, state agencies, customers and stakeholders informed on security threats and incidents related to rail and public transportation. DRPT customers receive assistance in finding funding for security measures and technical assistance. A Continuity of Operations Plan (COOP) is maintained and updated regularly for DRPT facilities.

Policy analysis services are provided for DRPT management and staff to evaluate the trends of DRPT grant programs and identify any issues requiring development of or modification to DRPT policies and procedures.

Project and program management services are provided for all of the other DRPT service areas. DRPT manages projects and programs directly (such as higher speed rail projects and the Dulles Corridor Metrorail Project) and administers 18 state and federal grant programs. DRPT grant managers provide grantees (public transportation systems, commuter assistance agencies, human service transportation agencies, railroads and business and industry) with project management services, technical assistance, and expert advice. Grant managers also review and recommend applications for funding and approve all eligible expenses. Approximately 900 grants are currently administered by DRPT with a balance of approximately \$400 million.

Factors Impacting Agency Products and Services

Public transportation services are critical to address the issues of growing traffic congestion and increased demand for mobility by transportation disadvantaged persons in Virginia. In order to maintain current levels of congestion in Washington, D.C., Hampton Roads, and Richmond, the TTI report indicates that 397,000 additional people will need to take public transportation or rideshare each day. This cannot be achieved without more frequent services, additional vehicles, and services expanded into new areas. Changing land use patterns and urban sprawl challenge DRPT's current ability to provide attractive and efficient public transportation programs and services to meet public mobility needs.

New technologies are being introduced to improve services to the public and the efficiency of public transportation operations. Likewise, new fuel technologies such as hydrogen fuel cells and diesel/electric hybrids are being introduced that promise to provide greatly reduced emissions and improved fuel economy.

All of these factors add to the demand for plans and studies to improve and expand public transportation and commuter assistance services. It also is essential for DRPT to conduct market research that enables us to design public transportation and commuter assistance services that the public will respond to. In order to provide effective services, we need to understand what motivates people to change their travel behavior and we need to know what concerns or fears prevent them from taking advantage of services that are offered.

Existing transit systems need to reassess their markets and the services they offer and new transit systems

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will need to determine the types and locations of services to offer. In addition, it is essential for DRPT to assess the commuter travel patterns and behaviors in all of our large urban markets. This is important to assess the effectiveness of existing public transportation and commuter assistance programs and to plan new programs.

Increasing congestion and mobility needs across the Commonwealth will require DRPT to assess needs, examine markets, and to plan new rail, public transportation, and commuter assistance services all across the Commonwealth.

The 2005 Annual Urban Mobility Study prepared by the Texas Transportation Institute (TTI) provides documentation of the problems of growing traffic congestion in Virginia's major cities. In Richmond, Hampton Roads, and the Washington D.C. area the TTI study estimates that in 2003 over 107 million gallons of fuel was wasted by vehicles sitting in traffic during rush hours. In Washington, D.C. sitting in traffic during rush hours cost the average commuter \$1,169. Delays and the associated costs are predicted to increase in all three metropolitan areas with population and employment growing and highways systems unable to accommodate the growth.

In rural areas of the Commonwealth, the fastest growing segment of Virginia's population is those people who are transportation disadvantaged. These are people who are too young to drive, the elderly and disabled and those without access to a personal vehicle. The number of public transportation systems has grown from 37 to 47 in the last three years and all of that growth has been in rural public transportation. It is expected that this number will continue to increase each year creating high demand for financial assistance for public transportation services.

Public transportation services are critical to address the issues of growing traffic congestion and increased demand for mobility by transportation disadvantaged persons in Virginia. Yet without increased state investment, public transportation will not even maintain its current level of market share in personal travel. In order to maintain current levels of congestion in Washington, D.C., Hampton Roads, and Richmond, the TTI report indicates that 397,000 additional people will need to take public transportation or rideshare each day. This cannot be achieved without more frequent services, additional vehicles, and services expanded into new areas. Without additional investment, public transportation programs in Virginia will see a declining role in the movement of people at a time when it is essential to increase that role. Changing land use patterns and urban sprawl challenge our current ability to provide attractive and efficient public transportation programs and services to meet public mobility needs.

New technologies are being introduced to improve services to the public and the efficiency of public transportation operations. Likewise, new fuel technologies such as hydrogen fuel cells and diesel/electric hybrids are being introduced that promise to provide greatly reduced emissions and improved fuel economy. These vehicles and other new technologies are costly and will create more demand for financial assistance from DRPT.

State funds that support the purchase of public transportation vehicles and equipment and the construction of facilities are awarded at a fluctuating percentage of state participation each year. This procedure for awarding state public transportation capital grants is set out in § 58.1-638.4.f of the Code of Virginia. This section of the code states that the state share for public transportation capital projects shall be 95% of the total cost of the project net of any federal aid received for the project. However, in the event that insufficient funds are available to support all projects at 95%, the Code instructs that the funds that are available are to be awarded as a uniform percentage for all projects for the year. A high demand and low supply of state assistance produces a low percentage of state share. In Fiscal Year 2006, the state share of public transportation capital grants is 63% - the closest in history to meeting the legislative intent of 95%. However, this was only due to one time funding. In Fiscal Years 2007 and 2008, the growing demand for public transportation capital investments is expected to drive the state share down to 25%

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and 29% respectively – the lowest levels of state support on record. This will require local governments to pay a much larger share of public transportation capital expenses and make it much more difficult for them to invest in public transportation operations.

It will not be possible for public transportation to expand or even maintain operations without additional state funds to help support costs.

The 2005 Annual Urban Mobility Study prepared by the Texas Transportation Institute (TTI) provides documentation of the problems of growing traffic congestion in Virginia's major cities. In 2003 the average commuter in Richmond, Virginia spent 17 hours sitting in traffic during rush hours. This was an increase of 13 hours since 1982. The average commuter in Hampton Roads spent 26 hours sitting in traffic and in the summer the traffic congestion is so bad that a study performed this year by Cambridge Systematics ranks Hampton Roads as the second worst congested tourist destination in the United States. For year-round traffic congestion, the TTI study ranks the Washington, D.C. area as the third most congested urban area in the nation where travelers averaged 69 hours per year sitting in traffic – the equivalent of almost nine working days. The TTI report estimates that the cost of congestion in these three metropolitan areas of Virginia was almost \$3 billion in 2003. Delays and the associated costs are predicted to increase in all three areas with population and employment growing and highways systems unable to accommodate the growth.

Public Transportation and Commuter Assistance Programs and services are Virginia's best tools in confronting the issues of growing traffic congestion and yet without increased state investment, these programs are facing the likelihood of a declining role in the movement of people as the population and vehicle miles traveled per person grows exponentially and market share is lost to single occupant vehicle travel. Changing land use patterns and urban sprawl challenge our current ability to provide attractive alternative transportation programs and services to meet public and business mobility needs. Growing traffic congestion, and the associated impacts and costs, demand we increase the capacity and efficiency of the existing transportation infrastructure by moving more people and goods through alternative transportation modes.

Recent qualitative research revealed growing commuter reluctance to provide personal information required for ridematching, and a preference for assistance being provided through the employment site. Both will have profound impact on the way we fund and deliver these services in the future. The impact of 9/11 appears to be influencing commute mode choice as security and safety fears threaten our ability to attract and retain choice riders.

At the same time, the increasing cost of foreign oil consumption (VMT-gasoline) and continuing problems with air pollution in urban areas (VMT growth) cause a deteriorating quality of life for residents and negative impact on the economic vitality of residents and businesses in the Commonwealth.

The number of human service transportation programs is expected to grow creating new demand for DRPT products and services.

Virginia's increasing and aging population will have greater mobility needs and create high demand for human service transportation services and DRPT financial assistance.

New technologies are being introduced to improve human service transportation. This will increase demand for financial assistance to implement the new technologies.

New fuel technologies such as gasoline/electric hybrids are being introduced that promise to provide greatly reduced emissions and improved fuel economy. These vehicles are costly and will create more demand for financial assistance from DRPT.

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The changing economy, globalization of trade and congestion on the state highway system has led business and industry to seek rail service more than ever to transport their goods.

Changes in work hours enacted for the trucking industry in 2004 has begun to level the playing field between trucking and rail. This has caused railroads to pursue new markets and increase competition with the trucking industry.

Funding for RIA is critical to maintaining and improving the Commonwealth's ability to attract and retain business and industry. The competition to retain and increase domestic business and industrial jobs is very intense between states and other countries.

Deferred maintenance on infrastructure and the industry wide increase of railcar axle loadings has stressed shortline railroads into a repair and upgrade or go out of business situation. Many Rail Preservation grantees have expressed that if it were not for the Rail Preservation Program assistance, they would not be in business today. In December 2004, Virginia saw its 289.82 miles of shortline railroads grow by almost two fold when the Buckingham Branch Railroad expanded to include the 199.5 mile line section from Richmond to Clifton Forge through Charlottesville and Staunton.

The level of competition is very high between states and other countries to attract and retain business and industry.

Customer rail assistance requests are expected to increase due to increased need for mobility and accessibility from local and regional constituents, coupled with limited funding for traditional transportation improvements. The availability of funding through the Rail Enhancement Program will increase requests for technical assistance in project development.

Increased public and political advocacy of new and expanded rail and public transportation services in Virginia has generated the need for additional data collection and analysis, to develop detailed long range plans and action plans for implementation.

Creation of a new federal capital program for passenger rail service could occur incrementally over the next several years. This could significantly expand the role of DRPT in developing and implementing rail projects.

The continued existence of the national passenger network provided by Amtrak is threatened by federal proposals to reduce or eliminate funding. There is currently no national policy to support passenger and freight rail service. One possible outcome of a major cut in federal funding is that Amtrak will look for state funding to continue train service.

Lack of future rail and public transportation right of way preservation and set-asides will reduce or prohibit new or expanded services.

Lack of increased, sustained funding for long and short range planning data collection, analyses, and updates, will reduce or prohibit exploration of new or expanded rail and public transportation services, technologies and practices.

The Dulles Corridor is a highly successful corridor that includes a diverse mix of businesses, neighborhoods, and an international airport. The corridor is second only to downtown Washington, D.C. in population and employment. It houses approximately 100 million square feet of commercial and industrial real estate and over 300,000 jobs. In addition, Dulles International Airport alone generates over \$6 billion in revenue for the regional economy.

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While the growth in the corridor has been a positive for the local, regional and state economies, the transportation system is nearing capacity and threatening the sustainability of the corridor. Factors impacting the transportation system in the corridor include:

- There is no right-of-way available to add highway capacity and the express bus service operating in the corridor is nearing capacity.
- Five of eight major corridor roadways are expected to be in gridlock by 2010.
- Over the next 20 years, employment in the corridor will increase by 63%, population will increase by 45% and travel demand will increase by 45%.

As funding has increased DRPT has maintained its combined administrative support and payroll costs for its public transportation and rail division employees over the past four years below 2% of the agency budget. Maintaining such a small administrative overhead and payroll cost places a significant burden on employees as service output increases across all divisions of the Department. The timing of adding additional staff is a challenging endeavor. DRPT's is continuing to maintain its exceptionally low payroll and administrative costs in FY 2006, as a further indication that the agency has done an exceptional job of growing service ahead of staff growth.

Compared to FY1992 (when DRPT was first established as an agency) the number of grants awarded annually by DRPT has grown 144%, the number of grantees by 95% and the number of programs by 125%. Despite the tremendous growth, the number of DRPT grant managers has increased by only one position during this same period (10 in FY1992 versus 11 in FY2006). Demand for services from grants managers and project managers will continue to grow steadily as new programs are implemented and large capital projects like the Dulles Corridor Metrorail Project advance into construction. As discussed in other service areas, additional resources will be required to meet these challenges.

The demands from central service agencies on small agencies are quite burdensome. With new reporting requirements springing up almost as a matter of monthly routine and existing reporting requirements becoming more voluminous, an agency with limited staffing has a difficult time meeting these demands.

Threats to security are increasing with the proliferation of terrorism across the globe. Many public transportation agencies in the Commonwealth do not have security plans and will be increasingly looking to DRPT for assistance.

With the addition of DRPT's FY2006 program, DRPT will be responsible for approximately 900 active grants. Records must be maintained on each grant in order to meet a number of state and federal requirements. The increasing number of records will have an impact on storage space and human resources available to perform this function.

Policy Analysis will become increasingly important as the Administration and General Assembly continue to seek greater transparency and accountability in government. This will require increase data collection, analysis and reporting.

The need for communications services will increase as the number of DRPT programs and grantees continues to grow.

Anticipated Changes in Agency Products and Services

DRPT will conduct refined feasibility and environmental assessments for major new rail and public transportation services in the Commonwealth.

DRPT will work with existing public transportation operators to ensure that a reassessment of existing and future markets and services is conducted for every public transportation system at least once every five years. DRPT also will work with commuter assistance agencies to ensure that every agency has a

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service development plan performed to assess existing markets and services and to plan for the future.

DRPT will update statewide rail and public transportation plans and will conduct rail and public transportation feasibility studies in new and underserved areas of the Commonwealth. DRPT will examine new technologies for rail and public transportation and will recommend their implementation among Virginia's programs. Working with Virginia's Metropolitan Planning Organizations, DRPT will conduct a "State of the Commute" study for all of Virginia's metropolitan areas to determine commuter travel patterns and behaviors and will update this study periodically.

DRPT will provide assistance to existing public transportation operators to study safety, security and other issues that pertain to their operations. DRPT also will assist these operators with the planning and design to new facilities and services.

DRPT will work with human service agencies to plan coordinated services and to train managers and operators in efficient and effective services delivery.

DRPT will provide training for managers, drivers, and mechanics under a variety of topics to ensure safe and effective public transportation services in compliance with state and federal rules and regulations.

In Fiscal Year 2006, VDOT provided \$2,100,000 to DRPT for planning studies. DRPT has no other significant source of funding available to perform planning work. The majority of planning funds in DRPT's base budget is distributed by formula to Metropolitan Planning Organizations and is not available to DRPT.

DRPT is committed to ensuring that public transportation will maintain or expand its current market share of commuter travel. To achieve this, services will have to be increased. Public transportation services cannot be increased without additional investment.

DRPT proposes to fund public transportation capital projects over the next two years at the level of state participation intended under the Code of Virginia - 95%. In order to meet the significant unmet need for public transportation services, this funding must be additive and cannot replace current local investment. This additional state funding will relieve some of the strain on local funds for public transportation capital investments and allow more local investment in public transportation operations. These funds will be used to buy replacement vehicles for transit systems with worn out equipment, new vehicles for service expansions and will support repairs, replacement and expansion of transit operations facilities. All capital projects will receive the level of state support allowed by statute.

The consequences of not maintaining market share for public transportation include worsening congestion, lost mobility, and lower quality of life for millions of Virginians.

DRPT proposes to increase efforts to encourage people to commute by car pools, van pools and public transportation. This will be accomplished through a number of initiatives undertaken by Virginia's Commuter Assistance agencies and DRPT itself. The main focus of these efforts will be to reach people at their place of employment and offer them attractive options to driving to and from work alone. In the next two years we want to increase the number of employment sites visited and to increase the number and attractiveness of the programs that are offered to people. For example, a new commuter incentive program can reward people who car pool and van pool by providing coupons that can be redeemed for merchandise or services at theaters, coffee shops, hardware stores, and other stores. We intend to reach more people and offer more attractive alternatives to commuting to work alone. To achieve this, a more focused shift in delivery of commuter transportation assistance to the employment site will require more employer marketing in the urban markets. Database and marketing support systems will have to be enhanced and updated to address safety, security and information needs. Changing commute attitudes

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and behavior need to be assessed in order to evaluate, modify and refocus programs and services to address changing commuter needs over the next decade.

Special emphasis also will be placed on encouraging telework programs with employers. Many people can perform the duties they are assigned working at home a day or two a week. A workday with no commuting travel provides significant benefits to the transportation network and the individual teleworking with no loss of productivity for the employer. Employers often need advice and assistance with establishing telework programs and this is what DRPT intends to offer. Commuter Assistance Agencies will promote telework to employers and direct them to the resources that they need to implement telework programs. DRPT will develop and provide those resources. These same services will be available to state agencies in the Commonwealth of Virginia to encourage teleworking among the state workforce.

DRPT will modify its products and service to keep pace with new technologies and best practices of the industry. It is expected that new federal programs will be created with the passage of the federal surface transportation reauthorization bill and DRPT will add to its products and services accordingly.

RIA grant requests are expected to increase due to increased need for mobility and accessibility from local and regional markets, coupled with limited funding for traditional transportation improvements and a need to ship by rail. Over the past five years, there has been a 43.6% increase in RIA allocations as compared to the previous five years. RIA allocations for the most recent three fiscal years are: FY2003 - \$1.25 million; FY2004 - \$3.04 million; and FY2005 - \$4.23 million.

Rail Preservation prospective and grant requests are expected to increase due to increased need for mobility and accessibility from local and regional markets, coupled with limited funding for traditional transportation improvements and a need to ship by rail. This will increase requests for Rail Preservation funding and technical assistance.

The demand for rail service is anticipated to increase as the public and political focus on the provision of public mobility and connectivity through rail and public transportation services increases, and study requirements are placed upon DRPT by the Governor and/or the legislature.

DRPT rail services and products are anticipated to increase as local and regional rail and public transportation organizations seek to develop freight and passenger rail services to provide alternative modes of transportation, particularly in those areas where the existing transportation network is at or exceed its capacity level.

The average Northern Virginia commuter already spends nine working days a year stuck in traffic. Congestion, economic vitality and overall quality of life can and will get much worse with highway capacity and express bus service being constrained in the corridor. Managing the growth in congestion and improving mobility in the corridor can only be achieved by adding significant capacity to the corridor's transportation system. The only viable transportation choice is the Dulles Corridor Metrorail Project, which is projected to carry 91,200 trips per day in 2025.

A field auditor position is needed to help ensure that DRPT grant dollars are efficiently utilized. This position is envisioned as planning, coordinating and performing site audits of our grantees. The position will potentially enlist the assistance of VDOT's external audit group in the performance stage of these audits. The goal would be to visit each grantee at least once every three years.

DRPT's IT applications will be migrated to a new platform that will allow integration of our grant application system with our internal financial system. This interoperability will lead to the development of a web interface for our customers to obtain up-to-date information throughout the life cycle of the

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grants process. DRPT needs a MEL for an IT position to oversee its internal applications and websites; funding will come from existing resources being spent on contractors.

Records management for DRPT grants is anticipated to migrate to an electronic medium versus today's paper filing system. By electronically storing our documents, the grants managers will have more time to assist customers with transit issues.

Agency Financial Resources Summary:

DRPT's funding comes from transportation trust funds (53%) and federal funds (47%). The large federal percentage is directly attributable to the Dulles Corridor Metrorail Extension project. This project adds \$100 million of federal funding to the base. The changes to the base consist of: increased transportation funding for public transit capital assistance program, appropriations for WMATA rail yard improvements, statewide bus purchases and VRE railcars, appropriations for rail enhancement funding, one-time funding for the Prince George Intermodal facility, local funding to be provided for the Dulles project, DPB base adjustments for salary increases, and an increase highway and Maintenance funding for a field auditor position.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$73,500,000	\$260,898,306	\$29,100,000	\$260,898,306
Changes To Base	\$9,000,000	\$90,248,308	\$0	\$184,119,433
AGENCY TOTAL	\$82,500,000	\$351,146,614	\$29,100,000	\$445,017,739

Agency Human Resources Summary:

Human Resources Overview

As of July 1, 2005, the Department of Rail and Public Transportation has an authorized FTE level of 43 with 41 positions filled and 2 vacancies. DRPT has offices in Richmond, Fairfax and Vienna, Virginia. There are 27 employees in Richmond, 3 employees in a branch office in Fairfax and 11 employees in the Dulles Corridor Metrorail Project Office in Vienna. DRPT uses 18 role codes with Architect/Engineer I and Architect/Engineer II having the largest population. DRPT uses state vehicles for travel around the Commonwealth and several staff members telecommute using cell phones, PDAs, and laptop computers. DRPT will face significant human resource issues in the next five years when over 40% of the workforce will be eligible for retirement with benefits and the cost of replacing employees will rise due to applicant pools with limited skills in the rail, public transportation and commuter assistance arenas.

Full-Time Equivalent (FTE) Position Summary

Effective Date: 7/1/2005

Total Authorized Position level	43
Vacant Positions	2
Non-Classified (Filled).....	2
Full-Time Classified (Filled)	39
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	1
Contract Employees	4
Total Human Resource Level	46

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Factors Impacting Human Resources

- Dealing with the effects of an aging workforce – Currently, DRPT has 13 employees that are eligible to retire with benefits. Within the next five years over 40% of DRPT's employees will be eligible to retire with benefits. The average age of the DRPT workforce is 48 and the average number of years of state service is 13.5.
- Demand for more services with minimal growth in workforce – Since FY1992, DRPT has seen the growth in the annual number of grants it awards increase by 144%, number of grantees increase by 95% and number of programs increase by 125%. At the same time, staff responsible for administering these programs has only grown by one position (from 10 to 11). In addition, DRPT has been charged with managing the largest transit project ever undertaken by the Commonwealth, the Dulles Corridor Metrorail Project, which has a DRPT staff of 11 to over see a contractor staff of 178. Phase I of the project is currently in Preliminary Engineering and is scheduled to advance into construction in FY2007. At such time, DRPT will require 10 additional positions to adequately manage the project. Finally, DRPT is taking on new responsibilities in the area of multimodal transportation planning.

Anticipated Changes in Human Resources

- DRPT many need to replace over 40% of its workforce over the next five years due to retirements. This is on top of turnover. Additional resources will be needed for severance costs, recruitment and to respond to salary competition.
- DRPT will need to increase personnel to perform work associated with the new Rail Enhancement Program and the Dulles Project. Additionally, other FTE are needed to ease the growing pains in other areas such as Commuter Assistance, Public Transportation (Urban), and General Management.

Agency Information Technology Summary:

Current State / Issues

- DRPT currently manages its IT applications and resources using three contractors - two of which are part-time. The agency needs a full time IT resource to oversee internal agency specific applications and three websites. This position would act as the project lead for all application and website development and maintenance. The position would be funded through existing IT budgeted dollars, primarily through the elimination of one of the contractors.
- DRPT's information technology hardware is relatively up-to-date. Personal computers were upgraded in the fall of 2005. Two new servers were purchased in FY 2005 and a 3rd server is scheduled for purchase in FY 2006. No significant hardware purchases (> \$50,000) are planned for the 2006 – 2008 biennium.
- Currently, the agency utilizes email services hosted by VITA. Additionally, our network management and desktop support services are provided by a VITA contractor. DRPT plans to continue to receive these services in this manner.
- DRPT currently has agency specific applications run on a Microsoft platform written in Visual Basic 6.0 as follows:
 - ICAPS – an internally developed financial management system that interfaces with CARS; the application allows for detailed project accounting and budgeting for DRPT's numerous grants and managed projects. Additionally, the system provides financial information that is essential to our grant management process through the DRPT Intranet.
 - PROCURE – an internally developed procurement application that interfaces with ICAPS to provide procurement based budgeting. This application does not currently interface with eVa.
 - OLGA – this application has a web based front end that allows our grantees to apply for their grants

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on-line. OLGA (On-Line Grants Application) does not interface with ICAPS nor does it provide query reporting.

- DRPT currently has three websites that it maintains – the primary agency website, the TeleworkVa website, and the OLGA website. DRPT began utilizing an offsite host for these sites in FY 2005.
- The level of knowledge within the agency of Office, Word and Excel applications needs to be strengthened. The current level of knowledge of these applications within the agency places a strain on the technical IT staff.

Factor Impacting Information Technology

- The DRPT agency specific applications are written in Visual Basic 6.0 using a structured programming model. This technology is quickly becoming outdated and the cost to maintain the current state is increasing as a result.
- DRPT's grantees require increased electronic information exchange. This is particularly important to our customers to be able to manage their various grants from DRPT with an on-line web application. This will decrease DRPT staff time spent on information retrieval and dissemination to our customers, and allow for more productive employee time utilization.
- The OLGA application does not communicate with the ICAPS application. This integration is critical to allow for efficiencies in DRPT grants management as well as for our customers to manage the grants that they have received from DRPT. This integration will complete the automation of the agency grants management life cycle.
- The VITA consolidation and outsourcing initiatives are currently a detriment to proper IT planning. This is caused by the lack of communication of the direction in which VITA is steering our Commonwealth's IT resources. This lack of communication causes uncertainty to enter the planning process. VITA's own employees who are contracted out to DRPT do not have a sense of mission and lose productivity as a result.

Anticipated Changes / Desired State

- DRPT's applications (ICAPS, OLGA, PROCURE) will be migrated to an objects oriented architecture. During this process, each application will be enhanced to better serve DRPT employees and customer needs. Additionally, the applications will be integrated to allow for interoperability thereby completing the automation of the grants life cycle at DRPT.
- An enterprise reporting system will be implemented to provide better information to internal employees and external customers from DRPT IT applications.
- A training plan will be developed and implemented for all employees at DRPT in order to improve agency wide information technology competency.

Agency Information Technology Investments:

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$0	\$65,000	\$0	\$65,000
Major IT Procurements	\$0	\$0	\$0	\$0
Non-Major IT Procurements	\$0	\$0	\$0	\$0
Totals	\$0	\$65,000	\$0	\$65,000

Agency Strategic Plan

Department of Rail and Public Transportation

Agency Goals

Goal #1:

Assist in managing the growth in congestion on Virginia's highways.

Goal Summary and Alignment:

Congestion on Virginia's highways is significantly contributing to a loss in mobility, productivity, worsening air quality and a lower quality of life for millions of Virginians. DRPT planning, programs and projects are directly targeted at managing the growth in congestion through the implementation of alternative transportation and telecommuting.

Statewide Goals Supported by Goal #1

- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal #2:

Improve access for the general public and businesses to alternative transportation (public transportation, carpools, vanpools, human service transportation, passenger rail, freight rail) and telecommuting.

Goal Summary and Alignment:

Access to alternative transportation is essential to improving mobility for people and goods and providing transportation choices. 17% of Virginians do not have access to public transportation and congestion on Virginia's highways is leading more businesses to seek rail as an alternative for receiving and shipping materials and goods.

Statewide Goals Supported by Goal #2

- Be a national leader in the preservation and enhancement of our economy.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal #3:

Provide access and improvements to Virginia's railways to encourage economic development and reduce truck traffic on Virginia's highways.

Goal Summary and Alignment:

Factors such as the globalization of trade and increasing congestion on Virginia's highways is attracting more business and industry to rail and increasing the burden on the existing infrastructure. Access and improvements are essential to maintain and grow freight rail, which currently carries the equivalent capacity of 9 million trucks annually in Virginia.

Statewide Goals Supported by Goal #3

- Be a national leader in the preservation and enhancement of our economy.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

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Goal #4:

Seek the highest possible return on investment to maximize limited funding.

Goal Summary and Alignment:

Needs for freight rail, passenger rail, public transportation, commuter assistance and human service transportation significantly outweigh available state funding. Programs and projects should seek to deliver the highest benefits possible with the funding that is available.

Statewide Goals Supported by Goal #4

- Be recognized as the best-managed state in the nation.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal #5:

Increase communications to the general public, businesses and community decision makers on alternative transportation choices and telecommuting.

Goal Summary and Alignment:

Awareness of alternative transportation is essential to developing and implementing a balanced transportation system that improves mobility, manages congestion and improves air quality and quality of life for Virginians.

Statewide Goals Supported by Goal #5

- Engage and inform citizens to ensure we serve their interests.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal #6:

Implement best practice management tools and techniques to improve customer service and accountability.

Goal Summary and Alignment:

The successful delivery of services is dependent upon the effective implementation of management tools and techniques that promote a high regard for customer service and being accountable for the proper management and expenditure of taxpayer funds.

Statewide Goals Supported by Goal #6

- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.

Service Area Plan

Department of Rail and Public Transportation

Rail and Public Transportation Planning, Regulation, and Safety (60203)

Service Area Background Information

Service Area Description

This service area implements several programs related to rail and public transportation planning, regulation and safety in the Commonwealth.

Service Area Alignment to Mission

This area directly aligns with DRPT's mission of improving mobility and expanding transportation choices in the Commonwealth by supporting planning, regulatory and safety activities necessary to achieve this mission.

Service Area Statutory Authority

- Code of Virginia, §33.1-391.4 - sets out the general powers of DRPT
- Code of Virginia §33.1-391.5 - describes the responsibilities of DRPT
- 49 U.S.C. Chapter 53, the Federal Transit Act – establishes the statutory authority for the conduct of federally funded activities in this service area.
- Washington Metropolitan Area Transit Regulation Compact (WMATC) granted by the 86th Congress – provides statutory authority for support of WMATC.

Service Area Customer Base

Customer(s)	Served	Potential
Human Service Transportation Agencies	35	60
Virginia Cities	30	39
Virginia Commuter Assistance Agencies	15	15
Virginia Counties	51	95
Virginia General Public	5,891,000	7,458,800
Virginia Metropolitan Planning Organizations	14	14
Virginia Public Transportation Systems	47	54
Virginia Railroads	12	12
Washington Metropolitan Area Transit Commission	1	1

Service Area Plan

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Rail and Public Transportation Planning, Regulation, and Safety (60203)

Anticipated Changes In Service Area Customer Base

- Washington Metropolitan Area Transit Commission (WMATC) – The expenses of operating the Commission are borne by the three signatories of the Compact (i.e. Virginia, Maryland and the District of Columbia) and expenses are allocated annually in proportion to the population of each signatory in the Metropolitan District. The rapid population growth experienced in the Northern Virginia jurisdictions will produce a small increase in Virginia's proportionate share of commission expenses.
- Virginia Public Transportation Systems – The number of public transportation systems will increase as well as the level of services of existing systems. Public transportation must expand if the market share of travel currently held by public transportation is to be maintained.
- Virginia Commuter Assistance Agencies – The number of commuter assistance agencies and the scope of services of existing agencies will grow to meet the challenges of worsening congestion and growing travel demand.
- Virginia Metropolitan Planning Organizations – The number of Metropolitan Planning Organizations (MPO's) will not change until the next US Census. The planning responsibilities of MPO's will change with the enactment of the federal surface transportation program reauthorization bill expected in summer/fall 2005.
- Virginia Counties and Cities – The number of counties and cities that operate or sponsor public transportation and commuter assistance services will grow to meet the increasing mobility needs of the public.
- Virginia's two largest railroads (Norfolk Southern and CSX), had record revenues in 2004. Both companies are optimistic about future business due to: changes in the economic landscape, increased globalization of trade and increasing congestion on the interstate highway system. Shortline railroads will also benefit from these factors.
- Virginia General Public – Virginia's population is expected to grow by 31% between the years 2000 and 2025. By 2025, 18% of the population will be age 65 or older versus 11.7% in 2000. All Virginia residents and visitors that travel are affected by the safe operations of rail and public transportation and the signal systems at rail and highway grade crossings. Residents and visitors in the Washington D.C. area rely on taxis, tour buses, and charter services to travel throughout the region. All travel is expected to increase.

Service Area Plan

Department of Rail and Public Transportation

Rail and Public Transportation Planning, Regulation, and Safety (60203)

Service Area Products and Services

- Safety -
 - Preparation and updating of the DRPT Continuity of Operations Plan (COOP Plan) to provide for relocation and re-institution of DRPT services in the event of a disaster at any DRPT office site.
 - The dissemination of information and increasing of public awareness with regard to safety at rail-highway grade crossings and on rail rights of way through the Operation Lifesaver program.
 - Coordination of communications and information among rail and public transportation operators during times of emergencies.
- Permitting/Licensing - Permitting and licensing of privately owned for-hire carriers by the Washington Metropolitan Area Transit Commission (WMATC) to ensure compliance and enforcement of laws and regulations addressing for-hire carriers.
- Planning -
 - Production of the public transportation and rail components of regional transportation plans prepared by Metropolitan Planning Organizations that are supported by appropriate land use plans and financial plans. These plans must meet the requirements set out in federal transportation planning regulations.
 - Production of statewide rail and public plans prepared by DRPT in compliance with VTRANS2025 Intermodal Transportation Plan as directed by Governor and General Assembly.
 - Production of transit comprehensive operations analyses and development plans by DRPT for existing transit operators to design routes and services and to improve the efficiency and effectiveness of transit operations.
 - Production of plans by DRPT for specific rail and public transportation projects to include network improvement studies, environmental analyses, site development plans, plans for the construction or renovation of rail and public transportation facilities, and congestion management plans at major transportation project construction sites and at choke points in transportation systems.
 - Preparation of studies by DRPT on topics such as cost/benefit analysis of proposed projects, the feasibility of new rail and public transportation services, coordination of transportation services, the needs of the rail, public transportation, and human service transportation industries, emerging technologies, best industry practices and safety and security issues for the rail and public transportation industries.
 - Presentation of rail and public transportation needs, plans, and programs to the general public and solicitation of public input for the planning and programming process.

Service Area Plan

Department of Rail and Public Transportation

Rail and Public Transportation Planning, Regulation, and Safety (60203)

Factors Impacting Service Area Products and Services

Public transportation services are critical to address the issues of growing traffic congestion and increased demand for mobility by transportation disadvantaged persons in Virginia. In order to maintain current levels of congestion in Washington, D.C., Hampton Roads, and Richmond, the TTI report indicates that 397,000 additional people will need to take public transportation or rideshare each day. This cannot be achieved without more frequent services, additional vehicles, and services expanded into new areas. Changing land use patterns and urban sprawl challenge DRPT's current ability to provide attractive and efficient public transportation programs and services to meet public mobility needs.

New technologies are being introduced to improve services to the public and the efficiency of public transportation operations. Likewise, new fuel technologies such as hydrogen fuel cells and diesel/electric hybrids are being introduced that promise to provide greatly reduced emissions and improved fuel economy.

All of these factors add to the demand for plans and studies to improve and expand public transportation and commuter assistance services. It also is essential for DRPT to conduct market research that enables us to design public transportation and commuter assistance services that the public will respond to. In order to provide effective services, we need to understand what motivates people to change their travel behavior and we need to know what concerns or fears prevent them from taking advantage of services that are offered.

Existing transit systems need to reassess their markets and the services they offer and new transit systems will need to determine the types and locations of services to offer. In addition, it is essential for DRPT to assess the commuter travel patterns and behaviors in all of our large urban markets. This is important to assess the effectiveness of existing public transportation and commuter assistance programs and to plan new programs.

Increasing congestion and mobility needs across the Commonwealth will require DRPT to assess needs, examine markets, and to plan new rail, public transportation, and commuter assistance services all across the Commonwealth.

Service Area Plan

Department of Rail and Public Transportation

Rail and Public Transportation Planning, Regulation, and Safety (60203)

Anticipated Changes To Service Area Products and Services

DRPT will conduct refined feasibility and environmental assessments for major new rail and public transportation services in the Commonwealth.

DRPT will work with existing public transportation operators to ensure that a reassessment of existing and future markets and services is conducted for every public transportation system at least once every five years. DRPT also will work with commuter assistance agencies to ensure that every agency has a service development plan performed to assess existing markets and services and to plan for the future.

DRPT will update statewide rail and public transportation plans and will conduct rail and public transportation feasibility studies in new and underserved areas of the Commonwealth. DRPT will examine new technologies for rail and public transportation and will recommend their implementation among Virginia's programs. Working with Virginia's Metropolitan Planning Organizations, DRPT will conduct a "State of the Commute" study for all of Virginia's metropolitan areas to determine commuter travel patterns and behaviors and will update this study periodically.

DRPT will provide assistance to existing public transportation operators to study safety, security and other issues that pertain to their operations. DRPT also will assist these operators with the planning and design to new facilities and services.

DRPT will work with human service agencies to plan coordinated services and to train managers and operators in efficient and effective services delivery.

DRPT will provide training for managers, drivers, and mechanics under a variety of topics to ensure safe and effective public transportation services in compliance with state and federal rules and regulations.

In Fiscal Year 2006, VDOT provided \$2,100,000 to DRPT for planning studies. DRPT has no other significant source of funding available to perform planning work. The majority of planning funds in DRPT's base budget is distributed by formula to Metropolitan Planning Organizations and is not available to DRPT.

Service Area Financial Summary

This service area is supported by federal and state transportation funds. The federal funds are provided by the Federal Rail Administration and Federal Transit Administration and are apportioned annually to DRPT. The state funds are provided from the Highway Maintenance and Operating Fund and from the Mass Transit portion of the Transportation Trust Fund and are appropriated annually to DRPT. DRPT currently receives any other funding for planning via transfer subject to VDOT approval.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$2,098,491	\$0	\$2,098,491
Changes To Base	\$0	\$0	\$0	\$0
SERVICE AREA TOTAL	\$0	\$2,098,491	\$0	\$2,098,491

Service Area Plan

Department of Rail and Public Transportation

Rail and Public Transportation Planning, Regulation, and Safety (60203)

Service Area Objectives, Measures, and Strategies

Objective 60203.01

Advance new and improved rail and public transportation services in Virginia through timely and effective planning, public involvement, and the study and dissemination of information on needs and emerging technologies.

Projects and services that improve the mobility of Virginians and the movement of freight cannot be advanced without proper planning at the state, regional and local levels.

This Objective Supports the Following Agency Goals:

- Assist in managing the growth in congestion on Virginia's highways.
(This objective is consistent with DRPT's mission by developing and providing important information that will lead to the improvement of rail and public transportation services. These services are an important component of Virginia's transportation system and have an important role in improving mobility for people and goods.)
- Improve access for the general public and businesses to alternative transportation (public transportation, carpools, vanpools, human service transportation, passenger rail, freight rail) and telecommuting.
(This objective is consistent with DRPT's mission by developing and providing important information that will lead to the improvement of rail and public transportation services. These services are an important component of Virginia's transportation system and have an important role in improving mobility for people and goods.)
- Provide access and improvements to Virginia's railways to encourage economic development and reduce truck traffic on Virginia's highways.
(This objective is consistent with DRPT's mission by developing and providing important information that will lead to the improvement of rail and public transportation services. These services are an important component of Virginia's transportation system and have an important role in improving mobility for people and goods.)

This Objective Has The Following Measure(s):

- **Measure 60203.01.01**

Timely and cost effective completion of studies and planning initiatives

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: New measure

Measure Target: Complete 90% on time - FY2007 and FY2008

Measure Source and Calculation:

Contracts for planning studies will be completed on schedule and within the approved budget allowing for any expansion of project scope. The number of studies initiated and completed each fiscal year will be recorded from DRPT financial management records.

Objective 60203.01 Has the Following Strategies:

- Provide technical support and financial assistance to Virginia's MPO's for the conduct of regional transportation planning.
- Provide technical and financial support to the statewide transportation planning process (VTRANS2025).
- Update state rail and public transportation plans every three years.

Service Area Plan

Department of Rail and Public Transportation

Rail and Public Transportation Planning, Regulation, and Safety (60203)

- Provide technical support and financial assistance to transit operators for the conduct of comprehensive operations analyses and the production of transit development plans.
- Conduct site specific studies for network development, environmental reviews, site development plans, congestion management plans and other purposes in support of rail and public transportation initiatives.
- Conduct needs analyses, cost benefit analyses, feasibility studies, human service transportation coordination studies, analyses of emerging technologies and other studies in support of rail and public transportation.
- Conduct public participation activities to inform and obtain feedback with regard to rail and public transportation planning and programming initiatives.

Objective 60203.02

Serve as an information clearinghouse for safety and security best practices.

The safety and security of Virginians traveling by rail and public transportation and living or working in proximity to rail and public transportation facilities is of great importance. DRPT's role is to provide the best information available in a timely manner to rail and public transportation providers and other state and local agencies involved in safety and security.

This Objective Supports the Following Agency Goals:

- Improve access for the general public and businesses to alternative transportation (public transportation, carpools, vanpools, human service transportation, passenger rail, freight rail) and telecommuting.
(This objective is consistent with DRPT's mission by improving the safety of rail and public transportation services. Improvements to safety will help these services continue to be a viable transportation choice that improves the mobility of people and goods.)

This Objective Has The Following Measure(s):

● Measure 60203.02.01

Timely completion of safety studies and outreach initiatives.

Measure Type: Output **Measure Frequency:** Annually

Measure Baseline: New measure, no data available. Data will be collected in FY2006.

Measure Target: FY2007 & FY 2008 - 90%

Measure Source and Calculation:

Safety studies, updates of the DRPT Continuity of Operations Plan (COOP Plan), and Operation Lifesaver Outreach activities will be performed within defined schedules. Communication with rail and public transportation providers and other state and local agencies will be a key component of each study and outreach initiative. Studies and initiatives will be entered into a database upon initiation and tracked through completion for on-time performance. Progress updates will be included in DRPT management reports.

Objective 60203.02 Has the Following Strategies:

- Conduct safety studies for rail and public transportation.
- Conduct Operation Lifesaver outreach activities- Operation Lifesaver is a national, non-profit education and awareness program dedicated to ending collisions, fatalities and injuries at highway-rail grade crossings and on railroad rights of way.
- Prepare updates of the DRPT COOP Plan and perform tests as appropriate

Service Area Plan

Department of Rail and Public Transportation

Rail and Public Transportation Planning, Regulation, and Safety (60203)

- Perform liaison with the Virginia Emergency Operations Center and the Transportation Emergency Operations Center
- Maintain contact, supplement and coordinate information among rail and public transportation providers during emergencies.

Service Area Plan

Department of Rail and Public Transportation

Public Transportation Programs (60901)

Service Area Background Information

Service Area Description

This service area implements twelve federal and state programs related to supporting public transportation services in the Commonwealth. There are 47 public transportation service providers in Virginia. Services include: commuter rail (Virginia Railway Express), Metrorail, bus transit, and passenger ferry services. Virginia's public transportation service providers range from some of the largest and fastest growing in the country that are essential to mobility and clean air in urban areas to very small systems that are the only mode of transportation available to some residents in rural areas. Services are operated in most cases by local governments and private nonprofit agencies.

Service Area Alignment to Mission

This area aligns with DRPT's mission by providing financial, technical assistance and advocacy services to support public transportation service providers. Through this service area, providers are able to maintain and expand services that improve mobility and provide more transportation choices to the general public.

Service Area Statutory Authority

- Code of Virginia, §33.1-391.4 - sets out the general powers of DRPT
- Code of Virginia §33.1-391.5 - describes the responsibilities of DRPT
- 49 U.S.C. Chapter 53, the Federal Transit Act – establishes the statutory authority for the conduct of federally funded activities in this service area.

Service Area Customer Base

Customer(s)	Served	Potential
Virginia Cities	30	39
Virginia Counties	51	95
Virginia General Public	5,891,000	7,458,800
Virginia Public Transportation Systems	47	54

Anticipated Changes In Service Area Customer Base

- Virginia Public Transportation Systems – The number of public transportation systems will increase as well as the level of services of existing systems. Public transportation must expand if the market share of travel currently held by public transportation is to be maintained.
- Virginia Counties and Cities – The number of counties and cities that operate or sponsor public transportation will grow to meet the increasing mobility needs of the public.
- Virginia General Public – Virginia's population is expected to grow by 31% between the years 2000 and 2025. By 2025, 18% of the population will be age 65 or older versus 11.7% in 2000. This will create much greater demand for public transportation services in all areas of Virginia.

Service Area Plan

Department of Rail and Public Transportation

Public Transportation Programs (60901)

Service Area Products and Services

- Public Transportation Operating Grants - Financial assistance to support the operations of public transportation services across the Commonwealth. Federal and state aid is provided to supplement revenues collected from fares and local funds provided in support of public transportation operations.
- Public Transportation Capital Grants -
 - Financial assistance to support the procurement of vehicles and equipment operated in public transportation service including replacements and vehicles and equipment to be used for new services.
 - Financial assistance to support the construction and equipping of facilities for system administration and vehicle maintenance and storage including facility repairs, expansions and facilities for new systems
 - Financial assistance to support construction of facilities for passengers such as transfer centers, multimodal facilities, transit stations and shelters.
 - Financial assistance to support the procurement of new technology for the improvement of passenger services and system performance such as Intelligent Transportation System equipment.
- Public Transportation Special Projects Grants -
 - Financial assistance to support projects that demonstrate new public transportation services or techniques in service delivery.
 - Financial assistance to support training for drivers, mechanics, and professionals working for Virginia's public transportation systems.

Service Area Plan

Department of Rail and Public Transportation

Public Transportation Programs (60901)

Factors Impacting Service Area Products and Services

The 2005 Annual Urban Mobility Study prepared by the Texas Transportation Institute (TTI) provides documentation of the problems of growing traffic congestion in Virginia's major cities. In Richmond, Hampton Roads, and the Washington D.C. area the TTI study estimates that in 2003 over 107 million gallons of fuel was wasted by vehicles sitting in traffic during rush hours. In Washington, D.C. sitting in traffic during rush hours cost the average commuter \$1,169. Delays and the associated costs are predicted to increase in all three metropolitan areas with population and employment growing and highways systems unable to accommodate the growth.

In rural areas of the Commonwealth, the fastest growing segment of Virginia's population is those people who are transportation disadvantaged. These are people who are too young to drive, the elderly and disabled and those without access to a personal vehicle. The number of public transportation systems has grown from 37 to 47 in the last three years and all of that growth has been in rural public transportation. It is expected that this number will continue to increase each year creating high demand for financial assistance for public transportation services.

Public transportation services are critical to address the issues of growing traffic congestion and increased demand for mobility by transportation disadvantaged persons in Virginia. Yet without increased state investment, public transportation will not even maintain its current level of market share in personal travel. In order to maintain current levels of congestion in Washington, D.C., Hampton Roads, and Richmond, the TTI report indicates that 397,000 additional people will need to take public transportation or rideshare each day. This cannot be achieved without more frequent services, additional vehicles, and services expanded into new areas. Without additional investment, public transportation programs in Virginia will see a declining role in the movement of people at a time when it is essential to increase that role. Changing land use patterns and urban sprawl challenge our current ability to provide attractive and efficient public transportation programs and services to meet public mobility needs.

New technologies are being introduced to improve services to the public and the efficiency of public transportation operations. Likewise, new fuel technologies such as hydrogen fuel cells and diesel/electric hybrids are being introduced that promise to provide greatly reduced emissions and improved fuel economy. These vehicles and other new technologies are costly and will create more demand for financial assistance from DRPT.

State funds that support the purchase of public transportation vehicles and equipment and the construction of facilities are awarded at a fluctuating percentage of state participation each year. This procedure for awarding state public transportation capital grants is set out in § 58.1-638.4.f of the Code of Virginia. This section of the code states that the state share for public transportation capital projects shall be 95% of the total cost of the project net of any federal aid received for the project. However, in the event that insufficient funds are available to support all projects at 95%, the Code instructs that the funds that are available are to be awarded as a uniform percentage for all projects for the year. A high demand and low supply of state assistance produces a low percentage of state share. In Fiscal Year 2006, the state share of public transportation capital grants is 63% - the closest in history to meeting the legislative intent of 95%. However, this was only due to one time funding. In Fiscal Years 2007 and 2008, the growing demand for public transportation capital investments is expected to drive the state share down to 25% and 29% respectively - the lowest levels of state support on record. This will require local governments to pay a much larger share of public transportation capital expenses and make it much more difficult for them to invest in public transportation operations. It will not be possible for public transportation to expand or even maintain operations without additional state funds to help support costs.

Service Area Plan

Department of Rail and Public Transportation

Public Transportation Programs (60901)

Anticipated Changes To Service Area Products and Services

DRPT is committed to ensuring that public transportation will maintain or expand its current market share of commuter travel. To achieve this, services will have to be increased. Public transportation services cannot be increased without additional investment.

DRPT proposes to fund public transportation capital projects over the next two years at the level of state participation intended under the Code of Virginia - 95%. In order to meet the significant unmet need for public transportation services, this funding must be additive and cannot replace current local investment. This additional state funding will relieve some of the strain on local funds for public transportation capital investments and allow more local investment in public transportation operations. These funds will be used to buy replacement vehicles for transit systems with worn out equipment, new vehicles for service expansions and will support repairs, replacement and expansion of transit operations facilities. All capital projects will receive the level of state support allowed by statute.

The consequences of not maintaining market share for public transportation include worsening congestion, lost mobility, and lower quality of life for millions of Virginians.

Service Area Financial Summary

This service area is supported by federal and state transportation funds and local matching funds. The federal funds are provided by the Federal Transit Administration and are apportioned annually to DRPT. The state funds are provided from the Mass Transit Trust Fund, the Priority Transportation Fund and from the highway portion of the Transportation Trust Fund and are appropriated annually to DRPT. An increase in funding of \$27.5 million in FY 2007 and \$29.1 million in FY 2008 for public transit capital is proposed to the base. The source of this funding is the portion of general fund revenues dedicated to transportation in Enactment 10 of Chapters 1019 and Chapter 1044, Acts of Assembly 2000 not attributable to the insurance license tax on automobile premiums, and shall be used on an on-going basis to provide the additional state share allocated by the Commonwealth Transportation Board for the statewide Capital Assistance program. Additionally, one time funding is requested in the amount of \$20,000,000 the first year from the general fund to the Washington Metropolitan Area Transit Authority for capital improvements, including railcar storage improvements at Alexandria Yard; \$15,000,000 the first year from the general fund for the Virginia Railway Express rolling stock purchases; \$10,000,000 the first year from the general fund for statewide bus purchases; and \$1,000,000 the first year from the general fund to promote and develop telework programs in the Commonwealth.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$73,500,000	\$142,153,206	\$29,100,000	\$142,153,206
Changes To Base	\$0	\$0	\$0	\$0
SERVICE AREA TOTAL	\$73,500,000	\$142,153,206	\$29,100,000	\$142,153,206

Service Area Plan

Department of Rail and Public Transportation

Public Transportation Programs (60901)

Service Area Objectives, Measures, and Strategies

Objective 60901.01

Assist in managing the growth in traffic congestion in Virginia by increasing public transportation ridership in the urbanized areas of the Commonwealth.

Increased utilization of public transportation in Virginia's metropolitan areas will reduce the speed at which single occupant vehicles are added to Virginia's highways thereby slowing the growth of congestion. Financial assistance to public transportation in urbanized areas will help to serve that purpose.

This Objective Supports the Following Agency Goals:

- Assist in managing the growth in congestion on Virginia's highways.
(Increasing utilization of public transportation and slowing the growth of congestion on Virginia's highways is consistent with DRPT's mission of improving mobility and expanding transportation choices. By providing more transportation choices and encouraging the use of these alternative choices, DRPT assists in the management of congestion on highways in Virginia.)
- Improve access for the general public and businesses to alternative transportation (public transportation, carpools, vanpools, human service transportation, passenger rail, freight rail) and telecommuting.
(Increasing utilization of public transportation and slowing the growth of congestion on Virginia's highways is consistent with DRPT's mission of improving mobility and expanding transportation choices.)

This Objective Has The Following Measure(s):

● **Measure 60901.01.01**

Growth rate in passenger trips on public transportation systems in urbanized areas of the Commonweal

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: FY2004 - 166,867,000 passenger trips on transit

Measure Target: FY2007 - 171,873,000
FY2008 - 177,029,000

Measure Source and Calculation:

Transit ridership data is collected annually from public transportation operators by DRPT. The growth rate in vehicle miles traveled is forecast by the Virginia Transportation Research Council. The target will be to achieve ridership growth in urbanized areas of 3%, which is 1% higher than the forecast growth in vehicle miles traveled.

Objective 60901.01 Has the Following Strategies:

- Provide technical support and financial assistance to Virginia's public transportation operators in urbanized areas to increase public transportation ridership.
- Work with cities and counties to start new public transportation services in urbanized areas.

Objective 60901.02

Increase mobility in Virginia's rural areas for people who cannot drive or do not own automobiles to ensure access to basic human services such as employment, medical care, shopping and social activities.

Increased utilization of public transportation in Virginia's rural areas will mean that more people are able to access jobs, education, medical care and other basic human services. In rural areas public

Service Area Plan

Department of Rail and Public Transportation

Public Transportation Programs (60901)

transportation riders often are elderly, low income, disabled, or otherwise transportation disadvantaged individuals. To them public transportation means access to places and services that most Virginians take for granted. Financial assistance to public transportation in rural areas will help to serve that purpose.

This Objective Supports the Following Agency Goals:

- Improve access for the general public and businesses to alternative transportation (public transportation, carpools, vanpools, human service transportation, passenger rail, freight rail) and telecommuting.
(Increasing mobility for Virginians who cannot drive or do not own automobiles is consistent with DRPT's mission of improving mobility and expanding transportation choices.)

This Objective Has The Following Measure(s):

- **Measure 60901.02.01**

Growth rate in passenger trips on public transportation systems in rural areas of the Commonwealth ve

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: FY 2004 - 923,000 transit trips in rural areas

Measure Target: FY 2007 - 941,000 FY2008 - 960,000

Measure Source and Calculation:

Transit ridership data is collected annually from public transportation operators by DRPT. The growth rate in population in rural areas in Virginia is determined by the US Census Bureau. The target will be to achieve a growth rate in ridership in rural areas of 2%, which is 1% greater than the projected growth in population for rural areas in Virginia.

Objective 60901.02 Has the Following Strategies:

- Provide technical support and financial assistance to Virginia's public transportation operators in rural areas to increase public transportation ridership.
- Work with towns and counties to start new public transportation services in rural areas.

Service Area Plan

Department of Rail and Public Transportation

Commuter Assistance Programs (60902)

Service Area Background Information

Service Area Description

This service area supports several programs related to mitigating congestion and air pollution by maintaining or increasing the number of people who choose to use alternative transportation modes for commute trips.

Service Area Alignment to Mission

This area directly aligns with DRPT's mission of improving mobility and expanding transportation choices in the Commonwealth by providing assistance to local commuter assistance agencies and partnering in the delivery of programs and services with other transportation agencies. The focus is in expanding transportation choices by assisting commuters in finding and using alternative transportation modes or telecommuting.

Service Area Statutory Authority

- Code of Virginia, §33.1-391.4 - sets out the general powers of DRPT
- Code of Virginia §33.1-391.5 - describes the responsibilities of DRPT

Service Area Customer Base

Customer(s)	Served	Potential
Transportation Management Associations	4	4
Virginia Cities	30	39
Virginia Commuter Assistance Agencies	15	15
Virginia Counties	51	95
Virginia General Public	5,891,000	7,458,800
Virginia Public Transportation Systems	47	54
Virginia State Agencies	82	82

Anticipated Changes In Service Area Customer Base

- Virginia Commuter Assistance Agencies – The number of agencies will need to increase as some of Virginia's small urbanized areas begin to experience traffic congestion, and the number and types of services offered by existing agencies will increase in Virginia's major urban areas.
- Virginia Public Transportation Systems – The number of public transportation systems will increase as well as the level of services of existing systems. Public transportation must expand if the market share of travel currently held by public transportation is to be maintained.
- Virginia Counties and Cities – The number of counties and cities that operate or sponsor commuter assistance programs will grow to meet the increasing mobility needs of the public.
- Virginia General Public – Virginia's population is expected to grow by 31% between the years 2000 and 2025. The resulting increase in travel will create much greater demand for commuter assistance services in the urban areas of Virginia.
- Virginia State Agencies – Greater awareness of the benefits of telecommuting and commuter assistance programs will attract more state agencies to the telework training and technical assistance activities of DRPT.

Service Area Plan

Department of Rail and Public Transportation

Commuter Assistance Programs (60902)

Service Area Partners

Department of Human Resource Management

DRPT is also working with DHRM and VITA towards the implementation of a statewide telework program.

Service Area Partners

Virginia Department of Transportation

DRPT works with the Virginia Department of Transportation on HOV marketing and general TDM promotion and grant programs.

Service Area Partners

VITA

DRPT is also working with DHRM and VITA towards the implementation of a statewide telework program.

Service Area Products and Services

- Commuter Assistance Program Grants - Financial assistance to support the operations of Commuter Assistance Agencies and the delivery of services to businesses and the general public.
- Telework!Va Business Incentive Program - A program sponsored by DRPT to encourage business to start or expand a telework program.
- Innovative Carpool Incentive Program - A program sponsored by DRPT to encourage shared-ride trips for both commute and non-work trips.
- Evaluation Program for Commuter Assistance Agencies
- Training for Commuter Assistance Program practitioners
- Research to support existing and new market development and programs

Service Area Plan

Department of Rail and Public Transportation

Commuter Assistance Programs (60902)

Factors Impacting Service Area Products and Services

The 2005 Annual Urban Mobility Study prepared by the Texas Transportation Institute (TTI) provides documentation of the problems of growing traffic congestion in Virginia's major cities. In 2003 the average commuter in Richmond, Virginia spent 17 hours sitting in traffic during rush hours. This was an increase of 13 hours since 1982. The average commuter in Hampton Roads spent 26 hours sitting in traffic and in the summer the traffic congestion is so bad that a study performed this year by Cambridge Systematics ranks Hampton Roads as the second worst congested tourist destination in the United States. For year-round traffic congestion, the TTI study ranks the Washington, D.C. area as the third most congested urban area in the nation where travelers averaged 69 hours per year sitting in traffic – the equivalent of almost nine working days. The TTI report estimates that the cost of congestion in these three metropolitan areas of Virginia was almost \$3 billion in 2003. Delays and the associated costs are predicted to increase in all three areas with population and employment growing and highways systems unable to accommodate the growth.

Public Transportation and Commuter Assistance Programs and services are Virginia's best tools in confronting the issues of growing traffic congestion and yet without increased state investment, these programs are facing the likelihood of a declining role in the movement of people as the population and vehicle miles traveled per person grows exponentially and market share is lost to single occupant vehicle travel. Changing land use patterns and urban sprawl challenge our current ability to provide attractive alternative transportation programs and services to meet public and business mobility needs. Growing traffic congestion, and the associated impacts and costs, demand we increase the capacity and efficiency of the existing transportation infrastructure by moving more people and goods through alternative transportation modes.

Recent qualitative research revealed growing commuter reluctance to provide personal information required for ridematching, and a preference for assistance being provided through the employment site. Both will have profound impact on the way we fund and deliver these services in the future. The impact of 9/11 appears to be influencing commute mode choice as security and safety fears threaten our ability to attract and retain choice riders.

At the same time, the increasing cost of foreign oil consumption (VMT-gasoline) and continuing problems with air pollution in urban areas (VMT growth) cause a deteriorating quality of life for residents and negative impact on the economic vitality of residents and businesses in the Commonwealth.

Service Area Plan

Department of Rail and Public Transportation

Commuter Assistance Programs (60902)

Anticipated Changes To Service Area Products and Services

DRPT proposes to increase efforts to encourage people to commute by car pools, van pools and public transportation. This will be accomplished through a number of initiatives undertaken by Virginia's Commuter Assistance agencies and DRPT itself. The main focus of these efforts will be to reach people at their place of employment and offer them attractive options to driving to and from work alone. In the next two years we want to increase the number of employment sites visited and to increase the number and attractiveness of the programs that are offered to people. For example, a new commuter incentive program can reward people who car pool and van pool by providing coupons that can be redeemed for merchandise or services at theaters, coffee shops, hardware stores, and other stores. We intend to reach more people and offer more attractive alternatives to commuting to work alone. To achieve this, a more focused shift in delivery of commuter transportation assistance to the employment site will require more employer marketing in the urban markets. Database and marketing support systems will have to be enhanced and updated to address safety, security and information needs. Changing commute attitudes and behavior need to be assessed in order to evaluate, modify and refocus programs and services to address changing commuter needs over the next decade.

Special emphasis also will be placed on encouraging telework programs with employers. Many people can perform the duties they are assigned working at home a day or two a week. A workday with no commuting travel provides significant benefits to the transportation network and the individual teleworking with no loss of productivity for the employer. Employers often need advice and assistance with establishing telework programs and this is what DRPT intends to offer. Commuter Assistance Agencies will promote telework to employers and direct them to the resources that they need to implement telework programs. DRPT will develop and provide those resources. These same services will be available to state agencies in the Commonwealth of Virginia to encourage teleworking among the state workforce.

Virginia's 14 commuter assistance programs currently offer a variety of services to people who live or work in Virginia ranging from assistance with the creation of car and van pools to guaranteed rides home and information about flex-time, public transportation services and employer transportation subsidy programs. In Northern Virginia, a state sponsored Telework Va program is offered as well as a carpool incentive program that reward people who car pool and van pool by providing coupons that can be redeemed for merchandise or services at theaters, coffee shops, hardware stores, and other stores. DRPT estimates that Virginia's commuter assistance programs reduce vehicle miles of travel in the Commonwealth by 22 million miles.

With the price of gasoline at an all time high – now is the time to increase our efforts to help people get into carpools, vanpools and to ride transit. With the additional money requested, DRPT proposes to step up the more successful commuter assistance initiatives with a goal of increasing the annual vehicle miles of travel saved to 23 million in FY07 and almost 24 million in FY08. This will be an increase in the VMT saved by commuter assistance programs of 4% per year – twice the projected statewide VMT growth rate. We will increase the services provided by our 14 commuter assistance programs to employment sites – the most effective way to match people into shared ride arrangements, set up employer transit benefit programs and promote telework. Funds will be used to expand the Telework Va! and commuter incentive programs currently offered in Northern Virginia to all major urban areas. DRPT will obtain and prepare technical assistance for establishing telework programs which will be made available to state agencies in the Commonwealth of Virginia to encourage teleworking among the state workforce. Another initiative envisioned is the capitalization of a state vanpool insurance pool. This will reduce the cost of vanpooling and make this commuting option far more attractive to commuters across the Commonwealth.

Service Area Plan

Department of Rail and Public Transportation

Commuter Assistance Programs (60902)

Service Area Financial Summary

This service area is supported by federal and state transportation funds and local matching funds. The federal funds are provided by the Federal Highway Administration and are programmed annually to DRPT. The state funds are provided from the highway portion of the Transportation Trust Fund and are appropriated annually to DRPT. The change to the base provides funding to address the factors and anticipated changes to the commuter assistance programs service area.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$4,344,000	\$0	\$4,344,000
Changes To Base	\$0	\$1,000,000	\$0	\$1,000,000
SERVICE AREA TOTAL	\$0	\$5,344,000	\$0	\$5,344,000

Service Area Plan

Department of Rail and Public Transportation

Commuter Assistance Programs (60902)

Service Area Objectives, Measures, and Strategies

Objective 60902.01

Decrease the rate of growth of single occupant vehicle travel in urban areas of Virginia during morning and evening commuting periods

Increased utilization of commuter assistance programs in Virginia's metropolitan areas will reduce the speed at which single occupant vehicles are added to Virginia's highways thereby slowing the growth of congestion. Expanding the reach of alternative transportation services is required to improve mobility and expand transportation services available to the Commonwealth's residents and businesses. It will be achieved by changing people's attitudes and dependence on the single occupancy vehicle and increasing the number of people using alternative modes. Financial assistance to commuter assistance programs and telework and carpool incentive programs sponsored by DRPT will help to serve that purpose.

This Objective Supports the Following Agency Goals:

- Assist in managing the growth in congestion on Virginia's highways.
(This area directly aligns with DRPT's mission of improving mobility and expanding transportation choices in the Commonwealth by providing assistance to local commuter assistance agencies and partnering in the delivery of programs and services with other transportation agencies. The focus is in expanding transportation choices by assisting commuters in finding and using alternative transportation modes or telecommuting. By providing more transportation choices and encouraging the use of these alternative choices, DRPT assists in the management of congestion on highways in Virginia.)
- Improve access for the general public and businesses to alternative transportation (public transportation, carpools, vanpools, human service transportation, passenger rail, freight rail) and telecommuting.
(This area directly aligns with DRPT's mission of improving mobility and expanding transportation choices in the Commonwealth by providing assistance to local commuter assistance agencies and partnering in the delivery of programs and services with other transportation agencies. The focus is in expanding transportation choices by assisting commuters in finding and using alternative transportation modes or telecommuting.)

This Objective Has The Following Measure(s):

Service Area Plan

Department of Rail and Public Transportation

Commuter Assistance Programs (60902)

- **Measure 60902.01.01**

The number of vehicle miles of travel saved each year by people utilizing the commuter assistance prog

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: FY2004 - 22,077,000

Measure Target: FY2007 - 22,960,000
FY2008 - 23,878,000

Measure Source and Calculation:

The Virginia Transportation Research Council predicts that in Virginia vehicle miles of travel (VMT) will increase at a rate of 2% per year. The best measure of success for commuter assistance programs is the amount of commuting travel that is avoided as a result of their programs. Each year Virginia's commuter assistance agencies report to DRPT the number of VMT saved by people utilizing the services of their agency. These annual estimates do not reveal all of the benefits produced by the commuter assistance programs since they report only new additions to their database for the year – not the cumulative database – and a great deal of ridesharing occurs as a result of their marketing and promotion but is not reported to them and therefore is not captured in their database. Nonetheless, measuring VMT saved is an appropriate means for assessing performance of DRPT for this objective. A new, more inclusive approach to performance measurement for this objective is envisioned for future years subject to the conduct of a comprehensive mode split tracking study.

An aggressive program is proposed for this service area. Our target will be to increase the number VMT saved each year by commuter assistance programs at a rate twice as high as the predicted rate of total VMT growth. Therefore the targets for FY07 and FY08 will include a 4% per year growth rate over the base year of FY06. Achieving these targets will require receiving the additional resources requested and program and policy support.

Objective 60902.01 Has the Following Strategies:

- Provide financial support to Commuter Assistance Agencies to provide more employer outreach staff to provide technical assistance to businesses for implementing employee transportation benefit programs such as telework, rideshare assistance, flex-time, guaranteed ride home, transit information and transportation subsidy programs.
- Roll out revised Telework!Va program to all urban markets
- Establish a telework program manager to function as a statewide telework advocate, provide technical assistance to Commuter Assistance Agencies employer outreach staff and oversee Telework!Va program.
- Work with DHRM and VITA to develop a telework program for state employees.
- Provide telework program training for Commuter Assistance Agencies and employers who agree to implement a telework program.
- Market telework through an aggressive communication's program.
- Develop new ridematching software with capability for on-line, self-serve applications, and real-time ridematching.
- Roll out carpool incentive program to new markets.
- Develop and implement a performance evaluation for commuter assistance agencies.

Service Area Plan

Department of Rail and Public Transportation

Commuter Assistance Programs (60902)

- Conduct a statewide “State of the Commute” survey every three years to evaluate and monitor mode split and understand the non-database, secondary impact of all commuter assistance agencies, and the quantitative impact of telecommuting programs.
- Develop database program that provides for continuous updates and evaluation on a real-time basis.
- Increase marketing of commuter assistance services and options by making more marketing funding available to commuter assistance agencies.
- Increase marketing activity by DRPT and VDOT.
- Work with DHRM to define eligible state employees.

Service Area Plan

Department of Rail and Public Transportation

Human Service Transportation Programs (60903)

Service Area Background Information

Service Area Description

This service area implements DRPT's initiatives to support human service transportation programs in the Commonwealth. Human service transportation programs are operated by local government social service agencies or private non-profit human service agencies for the benefit of their clients. These clients are elderly or disabled individuals and economically disadvantaged children who are enrolled to receive publicly funded social services. Human service transportation differs from public transportation in that it is designed to serve the very specific needs of human service agency clients and in most cases, service is restricted to the clients of those agencies who often have no other transportation service available to them. It is not open to the general public.

Service Area Alignment to Mission

This area directly aligns with DRPT's mission by improving the quality of human service transportation operations. The coordination and procurement services provided by DRPT will help human service transportation providers offer a safe, dependable and reliable transportation choice that will improve the mobility of their clients.

Service Area Statutory Authority

- Code of Virginia, §33.1-391.4 - sets out the general powers of DRPT
- Code of Virginia §33.1-391.5 - describes the responsibilities of DRPT
- 49 U.S.C. Chapter 53, the Federal Transit Act - establishes the statutory authority for the conduct of federally funded activities in this service area.

Service Area Customer Base

Customer(s)	Served	Potential
Human Service Transportation Agencies	35	60
Virginia General Public	5,891,000	7,458,800
Virginia Public Transportation Systems	47	54

Anticipated Changes In Service Area Customer Base

- Virginia Public Transportation Systems - The number of public transportation systems will increase as well as the level of services of existing systems. Public transportation must expand if the market share of travel currently held by public transportation is to be maintained.
- Human Service Transportation Agencies - The number of agencies that coordinate transportation services and take advantage of DRPT programs is expected to increase.
- Virginia General Public - Virginia's population is expected to grow by 31% between the years 2000 and 2025. By the year 2025 about 18% of the population will be age 65 or older. This will create much greater demand for human service and paratransit program services in all areas of Virginia.

Service Area Plan

Department of Rail and Public Transportation

Human Service Transportation Programs (60903)

Service Area Products and Services

- • Human Service Agency Capital Grants - Federal financial assistance to help support the procurement of vans and small buses used for the transport of elderly and disabled clients by private non-profit agencies.
- • Public Transportation Paratransit Capital Grants - State financial assistance to help support the procurement of vans and small buses used for the demand response transport of elderly, disabled and economically disadvantaged members of the general public.
- • Training, Expert Advice and Assistance - Training for operators of human service transportation with regard to defensive driving, wheelchair lift operation and wheelchair securement, vehicle and lift preventative maintenance, and working with disabled people. Developing strategies, as the lead state agency on the Inter-Agency Human Service Transportation Committee, that will improve coordination of services. This Committee is comprised of state agencies that fund human service transportation programs. Participate in the United We Ride program, which is a national campaign launched by the federal Coordinating Council on Access and Mobility to implement an Executive Order on Human Service Transportation Coordination (#1330) issued by President Bush in February 2004. The Executive Order requires ten federal departments to work together to enhance transportation access, minimize duplication of federal services, and facilitate the most appropriate, cost-effective transportation allowed with existing federal resources. It is expected that new federal funding for United We Ride initiatives will be provided in the federal surface transportation program reauthorization bill currently before Congress. Examine Virginia's policies, as part of a team of state agencies, to ensure compliance with U.S. Supreme Court decision called the Olmstead Decision. This team is charged with examining all of Virginia's policies affecting persons with disabilities to help them live in the setting that is most appropriate for their needs.

Factors Impacting Service Area Products and Services

- The number of human service transportation programs is expected to grow creating new demand for DRPT products and services.
- Virginia's increasing and aging population will have greater mobility needs and create high demand for human service transportation services and DRPT financial assistance.
- New technologies are being introduced to improve human service transportation. This will increase demand for financial assistance to implement the new technologies.
- New fuel technologies such as gasoline/electric hybrids are being introduced that promise to provide greatly reduced emissions and improved fuel economy. These vehicles are costly and will create more demand for financial assistance from DRPT.

Anticipated Changes To Service Area Products and Services

DRPT will modify its products and service to keep pace with new technologies and best practices of the industry. It is expected that new federal programs will be created with the passage of the federal surface transportation reauthorization bill and DRPT will add to its products and services accordingly.

Service Area Plan

Department of Rail and Public Transportation

Human Service Transportation Programs (60903)

Service Area Financial Summary

This service area is supported by federal, state and local transportation funds. The federal funds are provided by the Federal Transit Administration and are apportioned annually to DRPT. The state funds are provided from the Mass Transit Trust Fund and also are appropriated annually to DRPT. The local funds are provided by the providers and represent the local matching funds utilized to acquire vehicles. These local revenues are appropriated to DRPT on an annual basis.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$3,583,644	\$0	\$3,583,644
Changes To Base	\$0	\$0	\$0	\$0
SERVICE AREA TOTAL	\$0	\$3,583,644	\$0	\$3,583,644

Service Area Plan

Department of Rail and Public Transportation

Human Service Transportation Programs (60903)

Service Area Objectives, Measures, and Strategies

Objective 60903.01

Improve the quality, reliability and levels of transportation for elderly, disabled, and economically disadvantaged persons in Virginia.

Through the procurement of new vans and small buses DRPT improves the size and quality of the fleet of vehicles used for human service transportation and public paratransit operators which provides for safer, more reliable, and more desirable transportation service to elderly, disabled and economically disadvantaged persons across the Commonwealth. Training the operators of these services also will improve the quality and reliability of transportation services to these individuals.

This Objective Supports the Following Agency Goals:

- Improve access for the general public and businesses to alternative transportation (public transportation, carpools, vanpools, human service transportation, passenger rail, freight rail) and telecommuting.
(This objective is consistent with DRPT's mission by improving human service transportation operations through timely vehicle procurement. Ensuring that vehicles are purchased according to specification and in a timely manner will allow human service transportation providers to offer a safe, dependable and reliable transportation choice that will improve the mobility of their clients.)

This Objective Has The Following Measure(s):

- **Measure 60903.01.01**

Timely procurement and delivery of vehicles for human service transportation programs

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: New measure

Measure Target: 90% of vehicles delivered within 24 months – FY2007 and FY2008

Measure Source and Calculation:

Once a federal grant is awarded to DRPT, vehicle specifications are developed and working with the Department of General Service the procurement process begins. Delivery of the vehicles to the agencies is subject to the timing of the procurement process, dealer inventories, model year changes, special modifications made to the vehicles and completion of an inspection of the vehicles by DRPT. DRPT strives to complete this process in as little time as possible and sets a goal of delivery to the agencies within 24 months of the award of a federal grant. DRPT will track the amount of time it takes to deliver vehicles awarded each year and report on the percentage delivered within 24 months.

Objective 60903.01 Has the Following Strategies:

- Provide technical support and financial assistance to Virginia's public paratransit operators and human service transportation operators across the state.
- Procure vehicles for human service transportation agencies.
- Serve as the lead state agency on the Inter-Agency Human Service Transportation Committee charged with developing strategies that will lead to improved coordination of services.
- Serve as the lead agency for the FTA United We Ride initiative
- Serve on the technical committee of the Virginia Olmstead Initiative.

Service Area Plan

Department of Rail and Public Transportation

Rail Industrial Access (61001)

Service Area Background Information

Service Area Description

This service area implements the Industrial Access Railroad Tracks Program, known as the Rail Industrial Access Program (RIA) in the Commonwealth. The RIA Program helps connect businesses to freight rail service by bringing railroad tracks and facilities to industrial or commercial sites where freight service is currently needed or anticipated in the future. It allows for financial assistance to areas seeking to provide freight rail service between the actual site of an existing or proposed commercial facility and common carrier railroad tracks. This program is a key component in the Governor's initiatives to attract and maintain business in the Commonwealth.

Service Area Alignment to Mission

This service area directly aligns with DRPT's mission by providing businesses with a safe, reliable and dependable transportation choice for the movement of goods. The general public also benefits from improved mobility through the reduction of truck traffic on Virginia's highways.

Service Area Statutory Authority

- Code of Virginia, §33.1-391.4 - sets out the general powers of DRPT
- Code of Virginia §33.1-391.5 - describes the responsibilities of DRPT
- Code of Virginia, 33.1-221.1:1 - establishes the fund for construction of industrial access railroad tracks
- Code of Virginia, 33.1-221 - establishes the fund for access roads to industrial sites and airports

Service Area Customer Base

Customer(s)	Served	Potential
Business and Industry using Rail Service	177	189
Virginia Cities	18	39
Virginia Counties	58	95
Virginia Railroads	12	12

Service Area Plan

Department of Rail and Public Transportation

Rail Industrial Access (61001)

Anticipated Changes In Service Area Customer Base

Business and Industry Using Rail Service:

- Business and Industry is rebounding in Virginia.
- Business and Industry will increasingly look to rail as an alternative to congested highways.
- Second to China, the United States continues to be a top export market for coal. The Port of Norfolk now provides the deepest water access to foreign markets for coal export and container import/export. The re-establishment of coal export and double digit growth in container throughput by rail at the port will continue to challenge the already limited capacity of our railroad system. Intermodal facility development statewide will become a reality and future opportunity for the RIA Program.
- Maersk/APM Terminals, the largest container shipping line in the world, will bring with it the array of distribution operators. This planned development will be a future opportunity for use of the RIA Program and is expected to divert truck traffic to rail.

Virginia Cities and Counties:

- Cities and counties will increase their efforts to attract new business in order to increase commercial tax revenues and relieve the tax burden on residents.

Virginia Railroads:

- Virginia's two largest railroads (Norfolk Southern and CSX), had record revenues in 2004. Both companies are optimistic about future business due to: changes in the economic landscape, increased globalization of trade and increasing congestion on the state highway system. Shortline railroads will also benefit from these factors. As a result, Virginia's railroads are making moves to grow infrastructure and add capacity, which will create continued strong demand for the RIA program.

Service Area Partners

Regional and Local Economic Development Agencies

projects are developed in consultation with Regional and Local Economic Development Agencies

Service Area Partners

Virginia Department of Business Assistance

projects are developed in consultation with VDBA

Service Area Partners

Virginia Department of Transportation

funding is provided administratively through VDOT.

Service Area Partners

Virginia Economic Development Partnership

projects are developed in consultation with VEDP

Service Area Plan

Department of Rail and Public Transportation

Rail Industrial Access (61001)

Service Area Products and Services

- Project Development and Grants - Work with potential business or industry, railroads, and local economic development enterprises in developing feasibility strategies and assisting in the strategic planning for attracting or retaining business and industry in the Commonwealth. Providing grant assistance to business and industry to defray the costs of rail development on industrial sites and reduce truck traffic. The RIA program over the past 19 years has leveraged a robust \$4.3 billion in private capital investment and created 21,730 jobs through the allocation of \$26 million in state funds. This economic investment results in a ratio of 166 private dollars invested for every dollar allocated from the RIA Program. For the same period, projects funded by the program have moved approximately 1.3 million annual truck trips from Virginia's highways.

Providing technical assistance as it relates to rail service challenges and possible future projects and service designs with the industry linked to subsequent economic development phases of the industry's growth and expansion in the community.

Factors Impacting Service Area Products and Services

- The changing economy, globalization of trade and congestion on the state highway system has led business and industry to seek rail service more than ever to transport their goods.
- Changes in work hours enacted for the trucking industry in 2004 has begun to level the playing field between trucking and rail. This has caused railroads to pursue new markets and increase competition with the trucking industry.
- Funding for RIA is critical to maintaining and improving the Commonwealth's ability to attract and retain business and industry. The competition to retain and increase domestic business and industrial jobs is very intense between states and other countries.

Anticipated Changes To Service Area Products and Services

RIA grant requests are expected to increase due to increased need for mobility and accessibility from local and regional markets, coupled with limited funding for traditional transportation improvements and a need to ship by rail. Over the past five years, there has been a 43.6% increase in RIA allocations as compared to the previous five years. RIA allocations for the most recent three fiscal years are: FY2003 - \$1.25 million; FY2004 - \$3.04 million; and FY2005 - \$4.23 million.

Service Area Financial Summary

Currently, RIA is funded from a transportation fund administered by VDOT and local and/or private matching funds. The Commonwealth Transportation Board authorizes all allocations from this fund.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$0	\$0	\$0
Changes To Base	\$0	\$0	\$0	\$0
SERVICE AREA TOTAL	\$0	\$0	\$0	\$0

Service Area Plan
Department of Rail and Public Transportation
Rail Industrial Access (61001)

Service Area Objectives, Measures, and Strategies

Objective 61001.01

Reduce truck traffic on the state highway system in the Commonwealth through the construction of industrial access railroad tracks.

Projects funded through the RIA program reduce truck traffic on the state highway system in the Commonwealth by increasing the amount of goods shipped by rail versus trucks.

This Objective Supports the Following Agency Goals:

- Provide access and improvements to Virginia's railways to encourage economic development and reduce truck traffic on Virginia's highways.

(This objective is consistent with DRPT's mission by funding projects that will provide an attractive transportation choice for business and industry that want to locate or expand their facilities in the Commonwealth. Providing access to rail for business and industry will improve mobility of goods and people by reducing truck traffic on the state highway system in the Commonwealth.)

This Objective Has The Following Measure(s):

- **Measure 61001.01.01**

Number of truckload equivalents diverted from Virginia's highways.

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: From FY2000 – FY2004 – the average estimated annual number of truckload equivalents diverted from Virginia's highways was 23,000.

Measure Target: FY 2007 – 2% increase over baseline FY 2008 – 2% increase over FY2007

Measure Source and Calculation:

This measure is calculated using program applications for funded projects that forecast the anticipated annual number of train carloads a project will generate. Average total train carloads per industry x 4 = truckload equivalents.

- **Measure 61001.01.02**

Percentage of potential projects brought to DRPT that are developed by DRPT into funded projects that

Measure Type: Output **Measure Frequency:** Annually

Measure Baseline: New Measure, baseline data not available. Data will be collected in FY2006.

Measure Target: FY 2007 - 60% of potential projects will be developed into funded projects to the extent that funding is available.
FY 2008 – 62% of potential projects will be developed into funded projects to the extent that funding is available.

Measure Source and Calculation:

Projects will be recorded in a database as potential projects once the Department makes a determination that the project is feasible and staff time will be spent on developing the project. Projects may take anywhere from one to three years to develop into a funded project. Projects will be included in the measurement once the Commonwealth Transportation Board approves funding or the project is withdrawn by the business or industry.

Objective 61001.01 Has the Following Strategies:

Service Area Plan

Department of Rail and Public Transportation

Rail Industrial Access (61001)

- Communication is the key to the success of the program. Continuing to meet with economic development partners and Virginia's serving railroads is a top priority to maintaining the success of the program. An educated team on the benefits of the Rail Industrial Access Program leads to innovative partnerships in attracting or retaining new business in Virginia. DRPT staff will continue to meet regularly with its partners to seek new and innovative ways to maximize the public benefit with limited public funds while working to promote the program features and benefits.
- DRPT staff will continue to provide technical assistance that will help develop and advance projects from a potential to confirmed stage.

Service Area Plan

Department of Rail and Public Transportation

Rail Preservation Programs (61002)

Service Area Background Information

Service Area Description

This service area implements the Rail Preservation Program. This program provides funding for the preservation and continuation of existing rail service to increase productivity, safety and efficiency of rail transportation logistics in Virginia. This program has become a key component the Governor's initiatives to attract and maintain business in the Commonwealth.

Service Area Alignment to Mission

This service area directly aligns with DRPT's mission by preserving rail service on short-line railroads. These railroads offer a safe, dependable and reliable transportation choice for businesses and help reduce truck traffic, which improves mobility for the general public.

Service Area Statutory Authority

- Code of Virginia, §33.1-391.4 - sets out the general powers of DRPT
- Code of Virginia §33.1-391.5 - describes the responsibilities of DRPT

Service Area Customer Base

Customer(s)	Served	Potential
Business and Industry using Rail Service	147	153
Virginia Cities	16	39
Virginia Counties	23	95
Virginia Railroads	10	12

Anticipated Changes In Service Area Customer Base

- Business and Industry Using Rail Service – Business and industry in the Commonwealth will continue to expand or locate their services to meet the increasing demand for industrial and commercial development. The Rail Preservation Program assists in the continuation of rail services in remote areas that otherwise would probably not have rail.
- Virginia Cities and Counties – As shortlines are created; cities and counties must begin a new relationship with the shortline operator.
- Virginia Railroads – As all railroads work to maximize the assets of the company, more shortline railroads will be created and rail lines will be abandoned. The increased demand of the stockholders of the larger railroad companies will lead to an increase of shortline spin offs and abandonment.

Service Area Plan

Department of Rail and Public Transportation

Rail Preservation Programs (61002)

Service Area Partners

Regional and Local Economic Development Agencies

projects are developed in consultation with Regional and Local Economic Development Agencies

Service Area Partners

Virginia Department of Business Assistance

projects are developed in consultation with VDBA

Service Area Partners

Virginia Department of Transportation

funding is provided administratively through VDOT.

Service Area Partners

Virginia Economic Development Partnership

projects are developed in consultation with VEDP

Service Area Products and Services

- Project Development and Grants - Provide technical assistance to shortline railroads by working to maximize the greatest infrastructural output with limited capital resources. Grant development involves participating or conducting feasibility strategy sessions with prospective shortline business ventures and main line railroad companies, local and state economic development and agencies or departments that may assist in the strategic plan leading to the preservation and development of shortline rail service in the Commonwealth. Provide grant assistance to shortline railroads to defray the costs of capital infrastructural projects that assist in the preservation of rail service to areas of the Commonwealth that otherwise would not have this service. While the grant process is underway, DRPT staff provides technical assistance from sharing information to actual input on solutions to complex infrastructural and operational issues. DRPT frequently meets with local businesses and local governments along the shortline railroads to assist in understanding the benefits of the program for both rail safety and economic development opportunities.

Factors Impacting Service Area Products and Services

- Deferred maintenance on infrastructure and the industry wide increase of railcar axle loadings has stressed shortline railroads into a repair and upgrade or go out of business situation. Many Rail Preservation grantees have expressed that if it were not for the Rail Preservation Program assistance, they would not be in business today. In December 2004, Virginia saw its 289.82 miles of shortline railroads grow by almost two fold when the Buckingham Branch Railroad expanded to include the 199.5 mile line section from Richmond to Clifton Forge through Charlottesville and Staunton.
- The level of competition is very high between states and other countries to attract and retain business and industry.

Anticipated Changes To Service Area Products and Services

Rail Preservation prospective and grant requests are expected to increase due to increased need for mobility and accessibility from local and regional markets, coupled with limited funding for traditional transportation improvements and a need to ship by rail. This will increase requests for Rail Preservation funding and technical assistance.

Service Area Plan

Department of Rail and Public Transportation

Rail Preservation Programs (61002)

Service Area Financial Summary

The rail preservation program is currently funded in the Appropriation Act with Highway Construction funds and local and/or private matching funds. To protect this funding source for the shortline railroads, legislation needs to be advanced to re-codify the Rail Preservation fund as a distinct fund from the Rail Enhancement fund. During the 2005 legislative session, the code section that set out the Rail Preservation fund was changed to accommodate the newly established Rail Enhancement fund. However, this left the Rail Preservation fund with no distinct identity even though it was the intent of the legislature to maintain this separate fund for the shortline railroads.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$3,000,000	\$0	\$3,000,000
Changes To Base	\$0	\$0	\$0	\$0
SERVICE AREA TOTAL	\$0	\$3,000,000	\$0	\$3,000,000

Service Area Plan
Department of Rail and Public Transportation
Rail Preservation Programs (61002)

Service Area Objectives, Measures, and Strategies

Objective 61002.01

Retain and facilitate rail as a transportation choice on lower volume branch or short lines in rural areas.

Retaining and facilitating rail as a transportation choice on lower volume branch or short lines in rural areas will assist in the upgrade and preservation of rail service to areas of the Commonwealth that need rail service but would not have it without the support from this program.

This Objective Supports the Following Agency Goals:

- Provide access and improvements to Virginia's railways to encourage economic development and reduce truck traffic on Virginia's highways.
(This objective is consistent with DRPT's mission by preserving a vital transportation choice to rural areas of the Commonwealth and improving the mobility of goods.)

This Objective Has The Following Measure(s):

- **Measure 61002.01.01**

Maintain and grow the number of truckload equivalents diverted from Virginia's highways.

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: FY 2005 – 912,000 truckload equivalents from Virginia's highways.

Measure Target: FY 2007 – 2% increase over baseline
FY 2008 – 2% increase over FY2007

Measure Source and Calculation:

DRPT will collect actual train carload data from Virginia's low volume branch or short line railroads on an annual basis. Average total train carloads per industry x 4 = truckload equivalents.

Objective 61002.01 Has the Following Strategies:

- DRPT staff will continue to update annually and communicate the Rail Preservation Program Application Package to its customers and continue to work with the local businesses, industry, and governmental agencies to maximize the resources of the rail industry in Virginia.

Service Area Plan

Department of Rail and Public Transportation

Rail Enhancement Programs (61003)

Service Area Background Information

Service Area Description

This service area provides for the planning and implementation of passenger and freight rail projects in the Commonwealth. This includes projects that are funded through the Rail Enhancement Fund, Virginia Transportation Act of 2000 (VTA 2000) and other state and federal funding programs that may become available.

Service Area Alignment to Mission

This service area directly aligns with DRPT's mission by funding capital projects that improve freight and passenger rail services for businesses and the public. These services are in high demand as a transportation choice and improve the mobility of people and goods throughout the Commonwealth and the country.

Service Area Statutory Authority

- Code of Virginia, §33.1-391.4 - sets out the general powers of DRPT
- Code of Virginia §33.1-391.5 - describes the responsibilities of DRPT
- Chapter 323 of the 2005 Virginia Acts of Assembly (amending and re-enacting §33.1-221.1:1.1, §58.1-2425, and adding §33.1-391.3:1) - establishes the Rail Enhancement Fund
- The Virginia Transportation Act of 2000 was created by HB 608 in the 2000 General Assembly, which, among other actions, established the Priority Transportation Fund in §33.1-23.03:8.

Service Area Customer Base

Customer(s)	Served	Potential
Business and Industry using Rail Service	0	4
Passenger Rail Operators	2	2
Virginia Port Authority	0	1
Virginia Railroads	12	12

Anticipated Changes In Service Area Customer Base

- Virginia's two largest railroads (Norfolk Southern and CSX), had record revenues in 2004. Both companies are optimistic about future business due to: changes in the economic landscape, increased globalization of trade and increasing congestion on the interstate highway system. Shortline railroads will also benefit from these factors.
- Passenger Rail Operators - VRE ridership is expected to continue growing in the range of 5% - 10% per year. To accommodate this growth, VRE will need to increase service, rail cars, parking, storage at its rail yard in Washington, DC and expand its service area. Proposals to extend service to Gainesville, Haymarket and Bealeton are being considered on the Manassas line and to Spotsylvania County on the Fredericksburg line. Amtrak is expected to experience Virginia ridership increases in the range of 2% - 5% per year. Projects currently under construction will increase the capacity and reliability of the Washington, DC to Richmond corridor (part of one of eleven federally designated high-speed rail corridors). Additional trains will be needed to meet increasing passenger demand.

Service Area Plan

Department of Rail and Public Transportation

Rail Enhancement Programs (61003)

Service Area Products and Services

- Implement Freight and Passenger Rail Projects under Rail Enhancement Program - Review and recommend applications for funding. Oversee construction to insure that work is being completed to specification and is on time and on budget.
- Implement Freight and Passenger Rail Projects under VTA 2000 Program - Complete all studies necessary for project, including environmental reviews. Review and approve plans and designs for state funded passenger rail improvement projects. Oversee construction to insure that work is being completed to specification and is on time and on budget.

Factors Impacting Service Area Products and Services

- Customer rail assistance requests are expected to increase due to increased need for mobility and accessibility from local and regional constituents, coupled with limited funding for traditional transportation improvements. The availability of funding through the Rail Enhancement Program will increase requests for technical assistance in project development.
- Increased public and political advocacy of new and expanded rail and public transportation services in Virginia has generated the need for additional data collection and analysis, to develop detailed long range plans and action plans for implementation.
- Creation of a new federal capital program for passenger rail service could occur incrementally over the next several years. This could significantly expand the role of DRPT in developing and implementing rail projects.
- The continued existence of the national passenger network provided by Amtrak is threatened by federal proposals to reduce or eliminate funding. There is currently no national policy to support passenger and freight rail service. One possible outcome of a major cut in federal funding is that Amtrak will look for state funding to continue train service.
- Lack of future rail and public transportation right of way preservation and set-asides will reduce or prohibit new or expanded services.
- Lack of increased, sustained funding for long and short range planning data collection, analyses, and updates, will reduce or prohibit exploration of new or expanded rail and public transportation services, technologies and practices.

Anticipated Changes To Service Area Products and Services

- The demand for rail service is anticipated to increase as the public and political focus on the provision of public mobility and connectivity through rail and public transportation services increases, and study requirements are placed upon DRPT by the Governor and/or the legislature.
- DRPT rail services and products are anticipated to increase as local and regional rail and public transportation organizations seek to develop freight and passenger rail services to provide alternative modes of transportation, particularly in those areas where the existing transportation network is at or exceed its capacity level.

Service Area Plan

Department of Rail and Public Transportation

Rail Enhancement Programs (61003)

Service Area Financial Summary

This service area is supported by federal and state transportation funds and local and/or private matching funds. The federal funds are provided to Amtrak by the Federal Railroad Administration. The Rail Enhancement Fund was established in 2005. The fund provides dedicated state funding for acquiring, leasing and/or improving railways or railroad equipment, rolling stock, rights of way or facilities for freight and/or passenger rail transportation purposes whenever the Commonwealth Transportation Board determines that it is for the good of a region of the Commonwealth or the Commonwealth as a whole. In addition, state funds are provided to freight and passenger rail operators in accordance with VTA 2000 Appropriations. The funding and appropriations for these VTA 2000 projects is administratively transferred to DRPT from VDOT (no application process is required by VDOT; strictly accounting and budgeting processing entries). The appropriations for the Rail Enhancement fund were established in the Chapter 951 - Appropriation Act under VDOT as part of the Transportation Initiative of 2005. These appropriations need to be set out under DRPT in the Appropriation Act as this is a permanent source of funding from vehicle rental taxes. Additionally, \$9 million of general funds is sought to fund the intermodal facility in Prince George county developed by Norfolk Southern. The funding request includes needed road and safety improvements.

	Fiscal Year 2007		Fiscal Year 2008	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$700,000	\$0	\$700,000
Changes To Base	\$9,000,000	\$23,700,000	\$0	\$24,200,000
SERVICE AREA TOTAL	\$9,000,000	\$24,400,000	\$0	\$24,900,000

Service Area Plan
Department of Rail and Public Transportation
Rail Enhancement Programs (61003)

Service Area Objectives, Measures, and Strategies

Objective 61003.01

Retain, Maintain, Improve and Develop railways in Virginia.

Increasing demand for mobility and connectivity by both businesses and the public is placing a heavy burden on Virginia's transportation network. The continued safe, efficient and reliable delivery of people and goods on Virginia's rail systems is an essential element for meeting this increased demand. Enhanced rail service will contribute to the reduction of vehicles on the highway and will support the continued expansion of Virginia's economy.

This Objective Supports the Following Agency Goals:

- Provide access and improvements to Virginia's railways to encourage economic development and reduce truck traffic on Virginia's highways.
(This objective is consistent with DRPT's mission by supporting rail service in the Commonwealth as a safe, dependable and reliable transportation choice within the transportation system. The investments made by DRPT through this service area will significantly contribute to improving mobility of people and goods throughout the Commonwealth.)

This Objective Has The Following Measure(s):

- **Measure 61003.01.01**

Number of truckload equivalents diverted from Virginia's highways.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: New measure, data not available. Data will be collected in FY2006.

Measure Target: FY 2007 – 2% increase over baseline
FY 2008 – 2% increase over FY2007

Measure Source and Calculation:

This measure is calculated using program applications for funded projects that forecast the anticipated annual number of train carloads a project will generate. Average total train carloads per industry x 4 = truckload equivalents.

- **Measure 61003.01.02**

Reduction in minutes of delay to passenger rail caused by railway capacity constraints.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: New measure, data not available. Data will be collected in FY2006.

Measure Target: FY 2007 – 5% reduction in total minutes of delay over baseline.
FY 2008 – 5% reduction in total minutes of delay over FY2007.

Measure Source and Calculation:

Delay reports from Virginia Railway Express and Amtrak (Virginia specific).

Objective 61003.01 Has the Following Strategies:

- Present vehicle diversion estimates to the Rail Advisory Board for review and comment.
- Continually refine procedures for calculating vehicles diverted.

Service Area Plan

Department of Rail and Public Transportation

Transportation System Development, Construction, and Program Management (61301)

Service Area Background Information

Service Area Description

This service area implements the Dulles Corridor Metrorail Project. The project is a new 23-mile Metrorail extension from the existing Orange Line at the East Falls Church station in Fairfax County, Virginia, to Route 772/Ryan Road in Loudoun County, Virginia. The project will be built in two phases. Phase 1 will serve Tysons Corner and Wiehle Avenue in eastern Reston (11 miles, 5 stations). Phase 2 will serve Reston, Herndon, Dulles International Airport and Loudoun County (12 miles, 6 stations). Construction on Phase 1 is estimated to begin by the end of 2006, with a scheduled opening in 2011. Phase 2 is scheduled to open in 2015. Trains will operate downtown along the Orange Line as far east as the Stadium-Armory Station in D.C.

Service Area Alignment to Mission

This service area directly aligns with DRPT's mission to improve mobility and expand transportation choices in the Commonwealth. The Dulles Corridor Metrorail Project will improve mobility by adding the capacity of 4 highway lanes and provide travelers with a dependable transportation choice.

Service Area Statutory Authority

- Code of Virginia, §33.1-391.4 establishes as part of the general powers of the Department the authority to: assist other entities in the implementation and improvement of public transportation; represent and promote the Commonwealth's interests in public transportation; and construct public transportation facilities.
- Code of Virginia, §33.1-391.5 establishes as part of the responsibilities of the Department the authority to: formulate and implement plans and programs for the establishment, improvement development and coordination of public transportation; and represent the Commonwealth's interests in public transportation.
- Code of Virginia, §56-558 provides the policy of the General Assembly regarding the Public-Private Transportation Act of 1995.
- 49 U.S.C. §5309, the Federal Transit Act – Capital Program, establishes the statutory authority for the conduct of federally funded activities in this service area.

Service Area Customer Base

Customer(s)	Served	Potential
Virginia General Public (projected annual ridership)	0	26,448,000

Anticipated Changes In Service Area Customer Base

General Public – By 2025, the population and employment in the Dulles Corridor is anticipated to increase by 45% and 63% respectively. This will generate increased congestion on roadways and increased demand for public transportation services. The aging of the population will also generate increased demand for public transportation services. By 2025, 18% of the population will be age 65 or older versus 11.7% in 2000.

Service Area Partners

federal, state, regional and local agencies and private entities

The implementation of the Dulles Corridor Metrorail Project involves partnerships with numerous federal, state, regional and local agencies and private entities. These partners are involved in various project activities including: preliminary engineering, technical management services, permitting, utility coordination/relocation, right-of-way acquisition, design reviews, congestion management, funding, public information/outreach and oversight.

Service Area Plan

Department of Rail and Public Transportation

Transportation System Development, Construction, and Program Management (61301)

Service Area Products and Services

- Implementation of the Dulles Corridor Metrorail Project:
 - Engineering and Project Development:
 - Oversight of Preliminary Engineering (PE) activities on Phase 1 and additional engineering on Phase 2. Direct management of Project Development (PD) activities on Phase 1.
 - Final Design:
 - Oversight of Final Design activities on Phase 1.
 - Construction:
 - Oversight of Construction activities on Phase 1.

Factors Impacting Service Area Products and Services

The Dulles Corridor is a highly successful corridor that includes a diverse mix of businesses, neighborhoods, and an international airport. The corridor is second only to downtown Washington, D.C. in population and employment. It houses approximately 100 million square feet of commercial and industrial real estate and over 300,000 jobs. In addition, Dulles International Airport alone generates over \$6 billion in revenue for the regional economy.

While the growth in the corridor has been a positive for the local, regional and state economies, the transportation system is nearing capacity and threatening the sustainability of the corridor. Factors impacting the transportation system in the corridor include:

- There is no right-of-way available to add highway capacity and the express bus service operating in the corridor is nearing capacity.
- Five of eight major corridor roadways are expected to be in gridlock by 2010.
- Over the next 20 years, employment in the corridor will increase by 63%, population will increase by 45% and travel demand will increase by 45%.

Anticipated Changes To Service Area Products and Services

The average Northern Virginia commuter already spends nine working days a year stuck in traffic. Congestion, economic vitality and overall quality of life can and will get much worse with highway capacity and express bus service being constrained in the corridor. Managing the growth in congestion and improving mobility in the corridor can only be achieved by adding significant capacity to the corridor's transportation system. The only viable transportation choice is the Dulles Corridor Metrorail Project, which is projected to carry 91,200 trips per day in 2025.

Service Area Plan

Department of Rail and Public Transportation

Transportation System Development, Construction, and Program Management (61301)

Service Area Financial Summary

State and local funding to fund the capital costs of Phase 1 of the project have been identified and committed. Federal funding is anticipated from reauthorization of the six-year transportation bill. The Department is using project funds to pay for staff working to implement the project, however, the size of the staff will need to be increased by ten positions as the project moves into Final Design and construction. This is the largest public transportation project ever undertaken by the Commonwealth and human resources are vital to its successful implementation. Management of a project this large is new for the Department and existing resources are not sufficient or available. State resources consist of VTA 2000 funds and excess Dulles Toll road revenues – both administratively transferred from VDOT. The new positions will be funded with federal, local, and surplus Dulles Toll road revenues. The changes to the base are for DPB required Base Adjustments of \$46,948 and \$65,250,000 in 2007 and \$158,600,000 in 2008 for local revenues. DRPT needs appropriation authority to spend the local revenues collected to pay for a 25% share of the project.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$100,857,376	\$0	\$100,857,376
Changes To Base	\$0	\$65,296,948	\$0	\$158,646,948
SERVICE AREA TOTAL	\$0	\$166,154,324	\$0	\$259,504,324

Service Area Plan

Department of Rail and Public Transportation

Transportation System Development, Construction, and Program Management (61301)

Service Area Objectives, Measures, and Strategies

Objective 61301.01

Advance the Dulles Corridor Metrorail Project through the federal project development process.

The remaining steps in the project development process are completion of Preliminary Engineering, Final Design and construction. The Federal Transit Administration (FTA), as the lead federal agency, is responsible for approving the project into each step of the process based upon the ability of the project to meet FTA's criteria.

This Objective Supports the Following Agency Goals:

- Assist in managing the growth in congestion on Virginia's highways.
(This objective is consistent with DRPT's vision that every resident, visitor, and business will have attractive transportation choices, and DRPT's mission to improve mobility and expand transportation choices in the Commonwealth. Completion of Preliminary Engineering and Final Design for Phase 1 will help deliver a viable transportation choice that improves mobility for travelers in the Dulles Corridor.)
- Improve access for the general public and businesses to alternative transportation (public transportation, carpools, vanpools, human service transportation, passenger rail, freight rail) and telecommuting.
(This objective is consistent with DRPT's vision that every resident, visitor, and business will have attractive transportation choices, and DRPT's mission to improve mobility and expand transportation choices in the Commonwealth. Completion of Preliminary Engineering and Final Design for Phase 1 will help deliver a viable transportation choice that improves mobility for travelers in the Dulles Corridor.)

This Objective Has The Following Measure(s):

- **Measure 61301.01.01**

Execute a Full Funding Grant Agreement with FTA for Phase 1 of the Dulles Corridor Metrorail Project by

Measure Type: Outcome

Measure Frequency: Other

Measure Baseline: The schedule for execution of a Full Funding Grant Agreement is October 2006.

Measure Target: Execute the Full Funding Grant Agreement by October 2006

Measure Source and Calculation:

The data source will be the Dulles Corridor Metrorail Project schedule

- **Measure 61301.01.02**

Construct Phase 1 of the Dulles Corridor Metrorail Project on-time and on budget.

Measure Type: Outcome

Measure Frequency: Other

Measure Baseline: The schedule and budget for constructing Phase 1 will be established once all federal approvals have been received, a full funding grant agreement has been executed and notice-to-proceed has been provided to the contractor.

Measure Target: FY2007 – keep construction on-time and on budget
FY2008 – keep construction on-time and on budget

Measure Source and Calculation:

This measure is calculated using the Dulles Corridor Metrorail Project schedule and DRPT's financial management systems for the project.

Service Area Plan

Department of Rail and Public Transportation

Transportation System Development, Construction, and Program Management (61301)

Objective 61301.01 Has the Following Strategies:

- DRPT will work with its project partners to complete Preliminary Engineering for Phase 1 by:
 - Working with the project's contractor, technical committee and steering committee to develop a design for the project at a cost that will meet the Federal Transit Administration's (FTA) requirements, as well as specified standards and criteria.
 - Working with project's technical committee, steering committee and various public and private entities to develop project agreements necessary for the project to advance.
 - Communicating with project stakeholders and the general public frequently to keep them up-to-date on project progress.
 - Communicating with FTA's Project Management Oversight Consultant on project progress and providing any requested information.
- DRPT will work with its project partners to complete Final Design for Phase 1 by:
 - Providing FTA with a formal request to enter into Final Design.
 - Negotiating a contract for final design and construction services.
 - Working with the project's contractor, technical committee and steering committee to complete the design for the project at a cost that will meet the Federal Transit Administration's (FTA) requirements, as well as specified standards and criteria.
 - Working with project's technical committee, steering committee and various public and private entities to complete any remaining project development activities required for the project to advance.
 - Communicating with project stakeholders and the general public frequently to keep them up-to-date on project progress.
 - Communicating with FTA's Project Management Oversight Consultant on project progress and providing any requested information.

Service Area Plan

Department of Rail and Public Transportation

Administrative and Support Services (69900)

Service Area Background Information

Service Area Description

This service area provides the human resources and the administrative support functions for DRPT to effectively manage and direct its other service areas.

Service Area Alignment to Mission

This service area aligns with DRPT's mission to improve mobility and expand transportation choices in the Commonwealth. The employees of DRPT administer numerous complex programs which require significant knowledge, training, and skills to affect the desired results. The operational employees require high-quality administrative support in order to successfully meet the goals and objectives of the agency.

Service Area Statutory Authority

- Code of Virginia, §33.1-391.4 - sets out the general powers of DRPT
- Code of Virginia §33.1-391.5 - describes the responsibilities of DRPT

Service Area Customer Base

Customer(s)	Served	Potential
DRPT employees	43	55
Human Service Transportation Agencies	35	60
Virginia Commuter Assistance Agencies	15	15
Virginia General Public	5,891,000	7,458,800
Virginia Public Transportation Systems	47	54
Virginia Railroads	12	12

Service Area Plan

Department of Rail and Public Transportation

Administrative and Support Services (69900)

Anticipated Changes In Service Area Customer Base

- The requirements of DRPT employees will increase as DRPT expands its program of projects with new activities that will require administrative, financial, procurement, human resources and communications support.
- The number of DRPT employees is expected to grow in the coming years. As documented in the Commuter Assistance service area, the teleworking initiatives require additional resources to meet the desired service levels. This includes one full time salaried position. Additionally the Public Transportation service area requires one additional full time salaried employee to meet the increased demands for the services provided. The Dulles Corridor Metrorail Extension (System Development, Construction, and Program Mgmt. Service area) requires ten new positions as detailed in the service area plan. Finally, DRPT needs to add one administrative position to be a field auditor.
- Over 40% of DRPT's employees are eligible for retirement with benefits in the next five years. Significant resources will be expended to bridge this transition and loss of rail and public transportation expertise.
- Demographic changes in Virginia's population, such as the increasing proportion of elderly and disabled people as well as the influx of new residents and businesses in the state will require greater awareness efforts to promote the use of public transportation, freight rail and other transportation choices within the state.
- DRPT will increase its communications efforts to promote transportation choices and increase awareness of critical issues through the media. It remains essential that the media fully understand and positively cover rail and public transportation issues and services. This customer base will increase and DRPT develops a more sophisticated media relations strategy.
- Virginia Commuter Assistance Agencies – The number of agencies will need to increase as some of Virginia's small urbanized areas begin to experience traffic congestion, and the number and types of services offered by existing agencies will increase in Virginia's major urban areas.
- Virginia Public Transportation Systems – The number of public transportation systems will increase as well as the level of services of existing systems. Public transportation must expand if the market share of travel currently held by public transportation is to be maintained.
- Human Service Transportation Agencies – The number of agencies that coordinate transportation services and take advantage of DRPT programs is expected to increase.
- Virginia's two largest railroads (Norfolk Southern and CSX), had record revenues in 2004. Both companies are optimistic about future business due to: changes in the economic landscape, increased globalization of trade and increasing congestion on the interstate highway system. Shortline railroads will also benefit from these factors.
- Virginia General Public – Virginia's population is expected to grow by 31% between the years 2000 and 2025. By the year 2025 about 18% of the population will be age 65 or older. This will create much greater demand for human service and paratransit program services in all areas of Virginia.

Service Area Partners

Various state agencies

DRPT works with the Virginia Department of Transportation, Department of Motor Vehicles, Department of Human Resource Management to provide various financial and human resource support services.

Service Area Plan

Department of Rail and Public Transportation

Administrative and Support Services (69900)

Service Area Products and Services

- Financial management services for DRPT are provided to internal and external customers. This service safeguards the agency's resources and manages its assets to maximize the funding available for DRPT's grant programs. This includes providing financial information to assist the operational grant managers in their job performance as well as payroll and travel reimbursement processing for all DRPT employees. Grantees are provided timely processing of their grant drawdown requests.
- Human resource management services are provided to all DRPT managers and employees. This encompasses assistance with employee hiring, evaluation, and training. Additionally, employees are educated regarding the numerous benefits available to them.
- Information technology hardware and software as well as maintenance and development services are provided to all DRPT employees. An internet site is maintained for the general public which provides a heavily frequented service locator along with information on DRPT services and projects. A separate internet site is maintained to provide for On-Line Grant Applications from our customers.
- Procurement services are provided to acquire the goods and services needed by agency employees to perform their duties and responsibilities.
- Records management services are provided to retain key documents in accordance with state and federal requirements.
- Facilities and fleet management services are provided to ensure that facilities are available and in good condition for DRPT employees and that vehicles are available to meet their travel requirements.
- Communication services are provided for internal and external communications activities, including the agency's public image, visual identity, internal communications, crisis communications, media and public relations, issues management and monitoring, multimedia/website communications and stakeholder relations.
- Security monitoring services are provided to keep the Governor, state agencies, customers and stakeholders informed on security threats and incidents related to rail and public transportation. DRPT customers receive assistance in finding funding for security measures and technical assistance. A Continuity of Operations Plan (COOP) is maintained and updated regularly for DRPT facilities.
- Policy analysis services are provided for DRPT management and staff to evaluate the trends of DRPT grant programs and identify any issues requiring development of or modification to DRPT policies and procedures.
- Project and program management services are provided for all of the other DRPT service areas. DRPT manages projects and programs directly (such as higher speed rail projects and the Dulles Corridor Metrorail Project) and administers 18 state and federal grant programs. DRPT grant managers provide grantees (public transportation systems, commuter assistance agencies, human service transportation agencies, railroads and business and industry) with project management services, technical assistance, and expert advice. Grant managers also review and recommend applications for funding and approve all eligible expenses. Approximately 900 grants are currently administered by DRPT with a balance of approximately \$400 million.

Service Area Plan

Department of Rail and Public Transportation

Administrative and Support Services (69900)

Factors Impacting Service Area Products and Services

- As funding has increased DRPT has maintained its combined administrative support and payroll costs for its public transportation and rail division employees over the past four years below 2% of the agency budget. Maintaining such a small administrative overhead and payroll cost places a significant burden on employees as service output increases across all divisions of the Department. The timing of adding additional staff is a challenging endeavor. DRPT is continuing to maintain its exceptionally low payroll and administrative costs in FY 2006, as a further indication that the agency has done an exceptional job of growing service ahead of staff growth.
- Compared to FY1992 (when DRPT was first established as an agency) the number of grants awarded annually by DRPT has grown 144%, the number of grantees by 95% and the number of programs by 125%. Despite the tremendous growth, the number of DRPT grant managers has increased by only one position during this same period (10 in FY1992 versus 11 in FY2006). Demand for services from grants managers and project managers will continue to grow steadily as new programs are implemented and large capital projects like the Dulles Corridor Metrorail Project advance into construction. As discussed in other service areas, additional resources will be required to meet these challenges.
- The demands from central service agencies on small agencies are quite burdensome. With new reporting requirements springing up almost as a matter of monthly routine and existing reporting requirements becoming more voluminous, an agency with limited staffing has a difficult time meeting these demands.
- Threats to security are increasing with the proliferation of terrorism across the globe. Many public transportation agencies in the Commonwealth do not have security plans and will be increasingly looking to DRPT for assistance.
- With the addition of DRPT's FY2006 program, DRPT will be responsible for approximately 900 active grants. Records must be maintained on each grant in order to meet a number of state and federal requirements. The increasing number of records will have an impact on storage space and human resources available to perform this function.
- Policy Analysis will become increasingly important as the Administration and General Assembly continue to seek greater transparency and accountability in government. This will require increase data collection, analysis and reporting.
- The need for communications services will increase as the number of DRPT programs and grantees continues to grow.

Service Area Plan

Department of Rail and Public Transportation

Administrative and Support Services (69900)

Anticipated Changes To Service Area Products and Services

- A field auditor position is needed to help ensure that DRPT grant dollars are efficiently utilized. This position is envisioned as planning, coordinating and performing site audits of our grantees. The position will potentially enlist the assistance of VDOT's external audit group in the performance stage of these audits. The goal would be to visit each grantee at least once every three years.
- DRPT's IT applications will be migrated to a new platform that will allow integration of our grant application system with our internal financial system. This interoperability will lead to the development of a web interface for our customers to obtain up-to-date information throughout the life cycle of the grants process. Currently, DRPT has no IT position to oversee three extensive internal applications with outreach to over a 100 customers. Also, no DRPT resources are available to oversee the three websites that the agency supports. It is critical that DRPT obtain a MEL to hire an applications developer/project lead to oversee the IT applications of the agency. One additional MEL is requested for this activity (this is for agency specific applications and website - not in-scope to VITA). The funding for this position will come from the elimination of existing non-VITA contractors.
- Records management for DRPT grants is anticipated to migrate to an electronic medium versus today's paper filing system. By electronically storing our documents, the grants managers will have more time to assist customers with transit issues.

Service Area Financial Summary

This service area is supported by Highway Maintenance and Operating funds allocated by the Commonwealth Transportation Board (CTB) on an annual basis. The base includes all DRPT positions, except for DRPT staff charged to the Dulles Corridor Metrorail Project. The changes to the base represent increased HMO revenues to support one new position and to pay for the December 1, 2005 pay raise for all DRPT employees (DPB required base adjustment). Two MEL are requested; one does not require additional funding.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$4,161,589	\$0	\$4,161,589
Changes To Base	\$0	\$251,360	\$0	\$272,485
SERVICE AREA TOTAL	\$0	\$4,412,949	\$0	\$4,434,074

Service Area Plan

Department of Rail and Public Transportation

Administrative and Support Services (69900)

Service Area Objectives, Measures, and Strategies

Objective 69900.01

Administer the financial resources of DRPT in an efficient and effective manner to maximize the services provided by the agency

Funding provider was the highest priority role of DRPT as identified from our May 2005 customer outreach sessions. Through sound financial practices, we can maximize our funding available for our grantees and for DRPT managed projects. Sound financial management encompasses the operational sections as well as the administrative sections of the agency. The importance of this objective is put into perspective when considering that for FY 2006 the Commonwealth Transportation Board approved a budget totaling \$430 million for DRPT.

This Objective Supports the Following Agency Goals:

- Seek the highest possible return on investment to maximize limited funding.
(This objective is consistent with DRPT's mission to improve mobility and expand transportation choices in the Commonwealth. By maximizing our resources, more funding will be available to accomplish the DRPT mission.)
- Implement best practice management tools and techniques to improve customer service and accountability.
(This objective is consistent with DRPT's mission to improve mobility and expand transportation choices in the Commonwealth. By maximizing our resources, more funding will be available to accomplish the DRPT mission.)

This Objective Has The Following Measure(s):

- **Measure 69900.01.01**

Satisfactory audit report from the Auditor of Public Accounts

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: No material weaknesses; one reportable condition in FY 2004 report

Measure Target: No material weaknesses; no reportable conditions. By FY 2007, the agency will have no findings in its APA Audit report.

Measure Source and Calculation:

Data is derived from the APA audit report.

- **Measure 69900.01.02**

Compliance with Department of Accounts standards and measures

Measure Type: Outcome **Measure Frequency:** Quarterly

Measure Baseline: No exceptions noted for DRPT in the March 31, 2005 Report

Measure Target: DRPT will have no exceptions reported in the DOA quarterly report.

Measure Source and Calculation:

Data is derived from the DOA Report on Statewide Financial Management and Compliance issued each quarter. Data includes Monthly reconciliation, Prompt Payment statistics, Disbursement processing compliance, E-commerce processing initiatives, Payroll processing, and Receivables reporting. Exceptions are defined as below Satisfactory performance as defined by DOA in the report, not meeting deadlines for reporting, and not meeting required levels of processing (such as 95% for prompt payment).

Service Area Plan

Department of Rail and Public Transportation

Administrative and Support Services (69900)

● **Measure 69900.01.03**

Maximize interest earnings in the DRPT Funds that earn interest

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: For FY 2005, DPRT earned \$822,000 of interest on its 4 interest earning Funds.

Measure Target: DRPT will increase interest earnings by at least 5% – FY 2007 target is \$906,000; FY 2008 target is \$952,000.

Measure Source and Calculation:

Data is retrieved the State financial system - CARS

Objective 69900.01 Has the Following Strategies:

- A comprehensive internal control review was performed during FY 2005 as a result of the Director's request and the APA report documenting a reportable condition.
- The financial section will implement the required processes resulting for the internal control review. This should be complete by December of 2005.
- Implement a continuous process to monitor and strengthen internal controls.
- Train/update the financial staff on the requirements of the Department of Accounts.
- Develop a cross training program and document desk procedures to minimize the impact of staff turnover.
- Implement cash management strategies to minimize the cash loans made from the Mass transit Trust fund to Funds that do not earn interest. These strategies include:
 - Develop sound cash forecasting to gain the trust of VDOT so that excess Dulles toll Road revenues and Priority Transportation funds (VTA 2000 funding source) will be advanced to DRPT on a quarterly basis.
 - Improve the management and tracking of DRPT receivables by developing a receivables database and through staff training.
 - Requiring that VDOT pay in advance when DRPT manages a project on their behalf.
 - Develop a monthly reconciliation of assets compared to grantee obligations.

Objective 69900.02

Facilitate DRPT employees so that they perform their responsibilities at an appropriate level to successfully manage DRPT programs and projects

In order to properly carry out DRPT's mission, the employees of the Department need to be empowered to perform at their optimum level. Employees are empowered by: ensuring that roles and responsibilities align with the agency's mission, clearly defining this alignment to the employee, providing adequate training to the employee, and setting a tone of positive reinforcement in conjunction with accountability.

This Objective Supports the Following Agency Goals:

- Implement best practice management tools and techniques to improve customer service and accountability.

(This objective is consistent with DRPT's mission to improve mobility and expand transportation choices in the Commonwealth. DRPT's employees are the most critical element in achieving our mission and goals as they actually will be the ones to implement the strategic plan for DRPT.)

This Objective Has The Following Measure(s):

Service Area Plan

Department of Rail and Public Transportation

Administrative and Support Services (69900)

- **Measure 69900.02.01**

Number of hours of training for DRPT employees

Measure Type: Output **Measure Frequency:** Annually

Measure Baseline: New Measure

Measure Target: 40 hours of training per DRPT employee each year

Measure Source and Calculation:

Data will need to be collected as part of the annual employee evaluation process. Total training hours for all employees will be divided by total filled positions averaged over four quarters.

- **Measure 69900.02.02**

Percentage of employees with contributor or better rating in the annual performance reviews

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: New Measure

Measure Target: 97% of DRPT employees rated contributor or better

Measure Source and Calculation:

Data will need to be collected as part of the annual employee evaluation process. Calculated as a percentage of total contributor or better ratings to the total number of completed annual reviews.

Objective 69900.02 Has the Following Strategies:

- Each employee will be required to develop an annual training plan of at least 40 hours of training. This plan will be finalized in consultation with the employee's supervisor and the applicable Director. The finalized plan will be included in the Personal Learning Goals section of the Employee Work Profile form.
- Executive management will ensure that sufficient funding is in the operating budget to pay for the training as documented in the EWP's and other required support.
- Executive management will ensure that the training plans are properly aligned to assist DRPT in reaching its mission and goals. Technology training will be required to be included in each employees plan.
- All employees will work with their supervisor to update their EWP's to successfully implement the Strategic Plan.
- The executive management team will strive to increase employee recognition and the use of rewards.
- All DRPT employees will take personal responsibility for improving communications, both internal and external.

Objective 69900.03

Advance the technology architecture of DRPT to allow for integration of internal IT applications while building a web interface to provide our customers with one source of information on their grants.

DRPT is currently in the process of migrating IT applications to current technology. Several positive outcomes result from this migration – first, our applications will have the ability for greater interoperability which will provide efficiencies to DRPT employees; second, the new platform allows for better connectivity to our application's data by external parties (customers) via the web; and third, the current platform is quickly losing industry support.

Service Area Plan

Department of Rail and Public Transportation

Administrative and Support Services (69900)

This Objective Supports the Following Agency Goals:

- Increase communications to the general public, businesses and community decision makers on alternative transportation choices and telecommuting.
(This objective indirectly supports DRPT's mission to improve mobility and expand transportation choices in the Commonwealth. By providing up-to-date technology for DRPT's internal applications, the efficiency of our employees will be improved so that more time can be spent assisting customers with their transit issues. Additionally, the communication and sharing of data between OLGA and the financial / grant tracking application is a key customer service initiative – our customers will have their amount of administrative time lessened when executing business with DRPT.)
- Implement best practice management tools and techniques to improve customer service and accountability.
(This objective indirectly supports DRPT's mission to improve mobility and expand transportation choices in the Commonwealth. By providing up-to-date technology for DRPT's internal applications, the efficiency of our employees will be improved so that more time can be spent assisting customers with their transit issues. Additionally, the communication and sharing of data between OLGA and the financial / grant tracking application is a key customer service initiative – our customers will have their amount of administrative time lessened when executing business with DRPT.)

This Objective Has The Following Measure(s):

- **Measure 69900.03.01**

Survey of internal and external users regarding agency IT functions

Measure Type: Outcome

Measure Frequency:

Measure Baseline: New Measure

Measure Target: Maintain a satisfactory or above indicator on the internal and external IT survey results.

Measure Source and Calculation:

Data will need to be collected as part of a biennial customer outreach program. Additionally, DRPT employees will be surveyed once a year.

Objective 69900.03 Has the Following Strategies:

- Each employee will be required to perform a minimum of 4 hours of IT related training per year as part of the annual training plans. The technological knowledge of the employees at DRPT needs to be raised to better serve our customers.
- Devote sufficient time to planning the platform migration, integration of applications, and web customer interface. All parties need to understand what the desired outcome is and why we are striving to achieve this.
- Obtain buy-in of all interested parties before beginning development of the integrated applications and web customer interface.
- Develop integrated IT applications with a web interface that provides DRPT customers and employees with timely information to improve the efficiency of job performance.